



**Loughborough
University**

Legitimation through openness: Managing organisational legitimacy through open strategy in a pluralistic context

A Doctoral Thesis submitted in partial fulfilment of the requirements for the award of Doctor of Philosophy of Loughborough University

Submitted by

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Abstract

This research explores how an 'open strategy' approach can be used to manage organisational legitimacy in a pluralistic context, characterised by the competing demands of key stakeholders. Open strategy demonstrates an interest in strategising processes becoming more 'inclusive' and 'transparent' (Hautz et al., 2016). Open strategy work to date has focused on its uses and implications, and how strategic inclusion and transparency are being displayed in different organisational contexts.

Much open strategy literature also associates the central purpose of open strategising activity with organisations seeking to manage legitimacy (e.g. Chesbrough and Appleyard, 2007; Whittington et al., 2011; Tavakoli et al., 2017), particularly through ensuring that their actions are desirable in the opinion of key stakeholders (Suchman, 1995). Whilst a small number of studies have explicitly focused on open strategy and legitimacy, these do not go beyond illuminating legitimacy as a potential 'effect' (Gegenhuber and Dobusch, 2017) or 'outcome' (Luedicke et al., 2017). Absent has been research attempting to specifically understand open strategy as a process of legitimation (Uberbacher, 2014), and there remains a need to unpack and elevate the significant potential of open strategy approaches for managing legitimacy further. To address this gap, this research presents an in-depth single case analysis of an organisation undertaking the development of a new four-year strategic plan using an open strategy approach. A number of data collection methods were used, including completion of 30 semi-structured interviews, participant observations, and collection of significant social media and documentation data, to explicate the concepts of open strategy and organisational legitimacy, addressing the question; '*How does an open strategy approach represent a process of legitimation for managing the competing demands of organisational stakeholders?*'.

A pluralistic context, a UK-based professional body, is the basis for the empirical work. It is acknowledged that interrogating the intricacies of strategising in pluralistic contexts, and the inherent competing demands of stakeholders, might offer new perspectives, and a useful means of expanding the contextual base of practice-based strategy work (Jarzabkowski and Fenton, 2006). However, studies of open strategy in pluralistic contexts remain near non-existent in the literature (Lusiani and Langley, 2013). In the organisational legitimacy literature, there is much discourse on how

legitimacy is managed and gained through specific legitimation processes and strategies, and increasingly such a focus has been adopted to recognise how organisations might manage legitimacy demands in contexts defined by plurality, amidst diffuse power and divergent objectives (Denis et al., 2007).

In this study, a practice-based activity theory framework is used (Jarzabkowski 2005; Jarzabkowski and Wolf, 2015) to explore legitimacy in relation to organisational direction and priorities, and as a means of redefining the organisation's core goals in an enactment of strategic openness. The work here conceptualises how the case organisation has adopted a plethora of open strategising practices for legitimacy effects (Suddaby et al., 2013), providing a detailed account of how different dynamics of open strategising activity connect to specific forms of legitimation over time.

The findings indicate that different open strategy dynamics represent the case organisation switching between distinct approaches to legitimation, as a means of managing the competing legitimacy demands of organisational stakeholders in a flow of activity. Through this narrative, a greater perception of legitimation as a core purpose of open strategy is provided. Overall, this research offers an important contribution by accentuating the principal relevance of organisational legitimacy in open strategising, particularly through elevating legitimacy beyond being understood as an effect or outcome in open strategy work. Further, this more explicitly brings open strategy into close alignment with the organisational legitimacy literature and its theoretical conceptions (Lawrence et al., 2009; Suddaby et al., 2013), which is imperative for understanding the potential importance of open strategy as a means of legitimation.

Keywords: Strategy, Open Strategy, Legitimation, Legitimacy, Strategy as Practice, Pluralistic Contexts, Information Systems, Activity Theory, Professional Association, Library and Information Profession, CILIP

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Glossary of Key Terms and Abbreviations

Key term	Abbreviation	Meaning ¹
Activity Theory	AT	An interdisciplinary framework, taking influence from psychology, philosophy and organisational work to study the interactivities of humans with their social and cultural environments (Yamagata-Lynch and Smaldino, 2007).
Advocacy		Public support for or recommendation of a particular cause or policy.
CILIP regional member networks	RMNs	CILIP regional member networks provide CILIP members with access to events, training, professional registration support, CPD opportunities and other networking opportunities nearer their home or place of work (CILIP, 2017a).
CILIP special interest groups	SIGs	CILIP Special Interest Groups provide CILIP members with access to events, training and other networking and CPD opportunities within a shared area of professional interest (CILIP, 2017a).
Competing demands		A term used to indicate the divergent and varied nature of organisational priorities in the view of key stakeholders (Suchman, 1995; Jarzabkowski and Fenton, 2006)
Continuing professional development	CPD	The development of competence or expertise in one's profession; the process of acquiring and continually developing the skills needed to improve performance in a job.
Episode		A sequence of events structured in terms of a beginning and an ending (Hendry and Seidl, 2003)
Legitimacy		Understanding that an organisations' actions are desirable, proper, or appropriate in the opinion of key stakeholders (Suchman, 1995).
Open strategy	OS	A broad term used in research and practice to represent interest in strategy becoming

¹ Unless stated, the definition of key terms are by the author or taken from the Oxford Dictionary.

		more transparent and inclusive in organisations (Whittington et al., 2011).
Pluralistic contexts		Organisations and contexts characterised by divergent objectives and diffuse power (Denis et al., 2007).
Praxis		Interconnection between the actions of different, dispersed individuals and groups and those socially, politically, and economically embedded institutions within which individuals act and to which they contribute (Jarzabkowski et al., 2007).
Shape the Future	STF	Shape the Future was an open strategy exercise by CILIP, with a main consultation period between September-December 2015.
Strategy as practice	SaP	Strategy as practice is concerned with researching strategy as something that people do, as opposed to something that organisations have (e.g. Whittington, 2006).
the Chartered Institute of Library and Information Professionals	CILIP	The principle professional body for librarians, information specialists and knowledge managers in the United Kingdom (CILIP, 2017a).
The CILIP Professional Knowledge and Skills Base	PKSB	The areas of professional and technical expertise together with the generic skills and capabilities required by those in the library, information and knowledge management community (CILIP, 2017a).

Publications Developed During Candidature

Forthcoming with Wilson, A. D., Galliers, R. D., & Marabelli, M. Open Strategy and IT: A Review and Research Agenda. In D. Seidl, R. Whittington, & G. von Krogh (Eds.), *The Cambridge Handbook of Open Strategy*. Cambridge University Press.

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1. Introduction

1.1 Introduction

This thesis explores the concept of organisations adopting more ‘open’ approaches to strategy. Openness in strategy has been an emerging phenomenon consistent with strategy increasingly being viewed as a social practice. The interest in openness in strategy has emerged more prominently over the past decade under the label ‘open strategy’ (OS). OS demonstrates an interest in the practices and practitioners involved in the strategy processes relating to strategy being more ‘transparent’ and ‘inclusive’ (Whittington et al., 2011). The last decade has seen several seminal works which have ignited interest in OS, explicating potential importance of organisations being open in their approach to strategy (Chesbrough and Appleyard, 2007; Doz and Kosonen, 2008; Whittington et al., 2011). OS research has been linked closely to other research domains, particularly those that explore openness in organisations, such as open innovation (Chesbrough, 2003), the ‘wisdom of the crowd’ (Surowiecki, 2004), open collaboration (Riehle et al., 2009), and the relationship between openness and IT in information systems work (Whelan et al., 2014).

Within this thesis, the literature relating to OS is reviewed, an important research gap is identified, and the empirical work makes a unique contribution to knowledge to the emerging OS stream of research. The research adopts the ‘strategy as practice’ (SaP) perspective as an appropriate theoretical starting point, which positions strategy as a social process and treats strategy as an activity that organisational actors ‘do’. More specifically, an activity framework adapted for SaP work is used to explore (open) strategy praxis over time (Jarzabkowski 2005; 2010). Indeed, studies exploring OS which take a longitudinal approach are still lacking, and for this reason, the main empirical sections of this research focus on one case organisation, and the use of an OS approach to devise a new, four-year strategic plan. The organisation being a ‘pluralistic context’² is a further rationale for its choice, with strategising³ in pluralistic contexts being understudied in strategy literature to date (Jarzabkowski and Fenton, 2006; Denis et al., 2007). This chapter first outlines the research context and a brief

² Some organisations have been highlighted in the strategy literature as being “more pluralistic than others” (Denis et al., 2007, p. 180). These organisations are characterised by divergent objectives and diffuse power, and pluralism and pluralistic contexts are introduced in more detail in chapter two.

³ Strategising is a term used to denote “the detailed processes and practices which constitute the day-to-day activities of organizational life and which relate to strategic outcomes” (Johnson et al., 2003).

justification for the research. It then provides a more specific overview of the research focus, aims and questions, and outlines the structure of the thesis.

1.2 Research Context and Justification

Open phenomena in strategy work have become a focus of attention for scholars and practitioners in recent years. Strategy, particularly from an organisational perspective, has typically been a secretive and exclusive role (Newstead and Lanzerotti, 2010). However, research regarding involvement of a wider range of stakeholders in strategy has been ongoing for some time, and there are numerous streams of literature which have explored participation and inclusion in strategy. For example, scholars have discussed the transition and expectation of greater participation in strategy making (e.g. Eden and Ackermann, 1998), whilst others have explored the spread of strategy involvement to include middle-management (e.g. Floyd and Wooldridge, 1992; Collier et al., 2004; Mantere, 2008). Open phenomena in strategy are now being explored more significantly in relation to how certain mechanisms, particularly different types of information technology (IT), can facilitate involvement of a wider range of stakeholders in the generation of strategic content and knowledge (Chesbrough and Appleyard, 2007), and in the practice of strategy (Whittington et al., 2011). Consensus in much research thus far has built on the concept of ‘openness’ in strategy being characterised by increased ‘inclusion’ and ‘transparency’ of actors, both internal and external to organisations. This perception posits that inclusion of a wider range of actors, and increased transparency of actions can bring benefit to an organisation, and IT and other ‘analogue’ practices (such as strategy workshops) (Baptista et al., 2017) are being used in organisations to include stakeholders in strategic ideation (Tavakoli et al., 2017), and to communicate and be transparent about strategy (Gegenhuber and Dobusch, 2017). This emerging stream of research has been most widely labelled ‘open strategy’ or ‘open strategising’ (e.g. Chesbrough and Appleyard, 2007; Whittington et al., 2011; Hautz et al., 2016) to reflect the primarily IT-enabled shift in how strategies are developed in organisations. As an emerging area of academic research, OS is still relatively poorly understood. Much research to date has focused on defining the OS phenomenon, and the majority of OS research has focused on emphasising different forms of openness; primarily along the continuum of the aforementioned dimensions of inclusion and transparency (Whittington et al., 2011;

Hautz et al., 2016). By contrast, less focus has been placed on precisely ‘who’ is involved in OS, ‘how’ strategists, and indeed erstwhile non-strategists, engage with strategy-making, and how this leads to realisation of strategic outcomes or content. OS research continues to emerge through various academic domains, most notably in management and strategy (e.g. Aten and Thomas, 2016; Baptista et al., 2017), and information systems publications (e.g. Amrollahi and Rowlands, 2016; Tavakoli et al., 2017)⁴.

1.2.1 Professional Associations as the Case Study Context

This research focuses on the context of professional associations. Professional associations, sometimes referred to as a professional body or professional society, offer a unique setting for research on OS, and SaP research more generally. They are usually non-profit organisations which seek to further a particular profession through representation of that profession, its interests, and the development of those who work in the profession (Harvey, 2017). By their very nature, professional associations are ‘pluralistic contexts’, and are characterised by the existence of divergent and sometimes contradictory goals and objectives, whilst being made up of many diverse groups or ‘constituencies’ (Denis et al., 2007). In professional associations, groups and individuals will often have conflicting and dichotomous views on how their profession should be evolving and how the association should be defining their legitimate direction (Broady-Preston, 2006). The case setting for this research is the UK Chartered Institute of Library and Information Professional, more commonly known by the abbreviation ‘CILIP’⁵.

1.2.1.1 CILIP and the ‘Shape the Future’ strategy consultation

CILIP is a professional association representing those who work in Library and Information based professions in the United Kingdom (UK; England, Scotland, Wales and Northern Ireland) (CILIP, 2017a). The empirical work is based on an OS initiative at CILIP, the ‘*Shape the Future*’ (STF) consultation. STF, labelled an ‘exercise in open strategy’, was launched in 2015 by the organisation’s new CEO as a means of taking the organisation forward with a new strategic plan. The initiative ran from 25th

⁴ A more detailed review of open strategy is introduced in chapter two.

⁵ The organisation and its background will be introduced in detail in chapter four.

September to 16th December 2015, and sought engagement and feedback from all its members, at this point upwards of 13,000, and any other interested parties such as library and information interest groups and former members. CILIP is positioned here as an organisation in the midst of a legitimacy crisis, and openly formulating a new strategic direction was motivated by a need to manage the dispersed and disjointed nature of CILIP as an organisation, to share the responsibility of setting a new direction for CILIP, and ultimately the need for CILIP to understand what the community want from their professional association.

The launch of STF came primarily through the sharing of core priorities, with the CILIP community given the opportunity to discuss these further in their response to a web-based questionnaire and via hardcopy. This was complemented by several less structured methods of ideation, including face-to-face meetings with members, and discussion through social media channels, particularly Twitter. STF was given its own brand and was heavily promoted by CILIP and its senior management team. The consultation resulted in the publication of a summative report of the initiative, and draft and final strategy action plans. In total, the practices used for open strategising captured the opinions of over 1,000 stakeholders; primarily active CILIP members.

1.2.2 Research focus and justification: Open strategy as a process of legitimation in pluralistic contexts

Much OS work to date has focused upon the uses and implications of OS, and how the core concepts of strategic inclusion and transparency are being used in different organisational contexts. At the core of the uses and implications of OS is organisational legitimacy. Indeed, much of the OS literature associates the core purpose, and potential implications of open strategising activity, to the notion of organisations seeking to manage their legitimacy (e.g. Whittington et al., 2011; Aten and Thomas, 2016; Gegenhuber and Dobusch, 2017; Luedicke et al., 2017) through understanding that their actions are desirable, proper, or appropriate in the opinion of key stakeholders (Suchman, 1995). Whilst a small number of empirical studies have more explicitly focused on the gaining of legitimacy being a potentially positive outcome of open strategic processes (Whittington et al., 2016; Gegenhuber and Dobusch, 2017; Luedicke et al., 2017), there remains need to 'unpack' the concept of

openness in strategy and legitimacy further. Indeed, despite this link absent has been research attempting to specifically understand OS and the process of legitimation, and thus legitimacy remains in the literature as an “effect” (Gegenhuber and Dobusch, 2017, p.14) or “outcome” (Luedicke et al., 2017, p.11) of OS, rather than there being an explicit focus on how OS might form or help manage legitimacy. In terms of organisational settings, and in consideration with CILIP as the case context in this work, there is empirical work which calls for more focus on OS in professional, ‘pluralistic contexts’ (Lusiani and Langley, 2013). Additionally, it is acknowledged in wider practice-based strategy work that explicating how strategy takes place in such settings might offer new standpoints, and be a useful means of expanding the contextual base of the perspective. However, whilst these works remain limited in OS work, in strategy literature more broadly there is interest in strategising in pluralistic contexts, and amidst competing demands in organisations. Similarly, in the organisational legitimacy literature, there is much discourse on how legitimacy is managed and gained through specific legitimation processes and legitimation strategies. This has increasingly been adopted to recognise how organisations might manage legitimacy demands in contexts defined by plurality, amidst diffuse power and divergent objectives.

The justification for this research emerges from a gap identified at the nexus of the above points⁶. Therefore, the broad motivation and justification for this research is to understand the dynamics of open strategising, specifically through interrogation of OS as a process of legitimation in a specific pluralistic context. Additionally, the adoption of an activity-based SaP framework addresses recognition that whilst emphasis has been given to the potential inclusion of both internal and external stakeholders in OS, little has been done to focus on the dynamics of these diverse stakeholders, and to analyse how they contribute through their engagement in strategic praxis, leading to strategic outcomes or content. It follows the suggestion that practice-based strategy research must focus more attention on episodes of strategising, including IT-enabled strategising, thus highlighting practitioners and practices through more “intimate” methodologies and levels of analysis (Hendry and Seidl, 2003; Whittington, 2014, p.90). Through doing so, the research interrogates the mediating effect of both IT and

⁶ A more detailed overview of relevant literature and rationale for this research gap are outlined in chapter two.

analogue driven practices for strategising, and how these resonate with the management of legitimacy.

1.3 Research Questions

The research focus and justification detailed here are built upon by devising specific research questions, which can be used to research the topic of OS as a process of legitimation in a pluralistic context. Here, legitimacy relates to organisational direction and priorities, and as a means of redefining the organisation's core goals in an enactment of strategic openness. The aim is to conceptualise a developmental overview of how the case organisation has adopted an open approach to strategy, whilst providing a detailed account of how OS works in practice. In particular, the research examines the exact practices used for open strategising, and how these lead to realisation of strategic outcomes, and the management of organisational legitimacy. In the case study context, the strategic outcomes or content produced represent a defining of the organisation's legitimate direction. Empirically, an interpretative, longitudinal case study methodology is used, which draws on several research techniques to explore the concepts of OS, pluralistic contexts, and legitimacy. The research questions for this project are detailed below:

1. How does an open strategy approach represent a process of legitimation for managing the competing demands of organisational stakeholders?

To help guide the research in answering the primary research question, four further sub-questions have been developed:

1a. What are the specific practices used for open strategising?

1b. How do these practices enable different dynamics of open strategising activity?

1c. What are the competing demands which arise through open strategising activity?

1d. How do the dynamics of open strategising activity relate to a process of legitimation for managing competing demands?

These research questions are framed in more detail in chapter three, following consideration from a detailed literature review, and detailing of the theoretical background guiding this study⁷.

1.4 Structure of the Thesis

There are nine main chapters in this thesis, which broadly comprise; a review of literature and outlining of the research gap, a review of the theoretical background and development of a conceptual framework, the research methodology, a case context chapter, two chapters detailing the analysis and findings, the discussion of findings, and finally the conclusion. *Table 1.1* details these further by providing a summary of each of the remaining chapters.

#	Chapter	Summary
2	Review of Literature and Identification of Research Gap	The aim of chapter two is to explore three main bodies of literature that are central to this thesis, namely: OS, organisational legitimacy and legitimation processes, and pluralistic contexts. In doing so, other works in the extant literature relating to these areas are analysed.
3	Theoretical Background and Development of a Conceptual Framework	The main objective of chapter three is to, firstly, outline an appropriate theoretical lens through which the study will be explored. The theoretical background, and literature reviewed in chapter two, are then built upon as a starting point to develop the conceptual framework for this study.
4	Research Methodology	The research design and methods for this research project are introduced in chapter four.
5	Case study context	Chapter five introduces a brief history of the Chartered Institute of Library and Information Professionals (CILIP), the focus of the main study for this research.
6	Activity Theory Analysis and Emerging Competing Demands	The analysis in chapter six conceptualises the main phases of OS, and presents a narrative of each phase of CILIP's OS process. In outlining the practices of open strategising, different dynamics of open strategising activity between organisational actors are illuminated. Through this, competing

⁷ Specific terminology in this introduction, and relating to the questions such as 'process of legitimation', 'competing demands', and 'mediation of activity' are introduced in depth in these chapters.

		demands in the form of emerging strategy contents are outlined.
7	Analysis of Open Strategy and Legitimation	Chapter seven explicitly outlines the dynamics of OS through identification of modes of open strategising activity, derived from the analysis in chapter six. Imperative here is bringing together insights from the activity systems, competing demands, and dynamics of strategising outlined, to more explicitly understand how different dynamics, or modes, of strategising activity were demonstrative of CILIP managing legitimacy through their OS initiative.
8	Discussion of Findings: Open Strategy as a Process of Legitimation	The primary aim of chapter eight is to provide discussion of the outcomes of the empirical work in chapters six and seven, particularly in relation to the review of literature in chapter two.
9	Conclusion	The conclusion summarises the main contributions and implications of the research, and outlines potential future research ventures.

Table 1.1: The structure of the thesis with a summary of remaining chapters

1.5 Chapter Summary

OS is an emerging stream of research, and therefore it remains understudied and still relatively poorly understood. This research extends the context of OS using a longitudinal investigation of one unique organisational context, a professional association. Professional associations are characterised as being particularly pluralistic in nature, and thus exhibit organisational tensions, and ‘competing demands’. Managing legitimacy is a core purpose of OS, and has been suggested as being a potential result of open strategising. However, despite its prominence at the core of OS, it remains ambiguous in OS literature to date due to a lack of explication, being outlined primarily as an ‘outcome’ with little to suggest exactly *how* legitimacy is formed through open strategic practices. The following three chapters frame the research questions through a detailed review of OS and related literature and introduce the methodological and theoretical framings for the study.

2. Review of Literature and Identification of a Research Gap

2.1 Introduction

The aim of this literature review is to explore three main bodies of literature that are central to this thesis, namely: those on OS, pluralistic contexts, and organisational legitimacy and legitimation. In doing so, other works in the extant literature relating to these areas are examined. This is a review of primarily empirical work relating to these domains, before the theoretical underpinning of the study are reviewed and assembled in chapter three.

In line with the main topic of this thesis, OS, the origins and basis of the strategic management field are first briefly explored. This review of strategic management literature (*section 2.2*) is intentionally brief, and its main purpose here is to provide context and offer a precursor to the OS literature. As OS is the principle focus of this work, a comparatively broad overview of the existent literature to date is offered (*section 2.3*), with focus on emerging theoretical and empirical work surrounding this growing strategy perspective. In particular, its development, dominant themes and highlighted research agenda form the primary focus. Within this review of OS, it is highlighted that legitimacy is a broad and central concept to the phenomenon, and has been outlined more explicitly as a potential implication of openness in strategy (*section 2.3.2.3*). Further, it is argued that OS has been studied in various contexts including in pluralistic contexts (*section 2.3.2.2*), and this is an area that requires more attention. The review then moves onto these related domains. First, the areas of pluralism and strategising in pluralistic contexts are explored in *section 2.4*, followed by a review of literature relating to organisational legitimacy and the challenges of managing legitimacy (*section 2.5*). These two sections are embedded through reviewing the challenges of managing legitimacy in pluralistic contexts (*section 2.6*). The research gap is then identified as a conclusion to the review of literature (*section 2.7*). The groups of literature in this review are outlined in *Figure 2.1*.

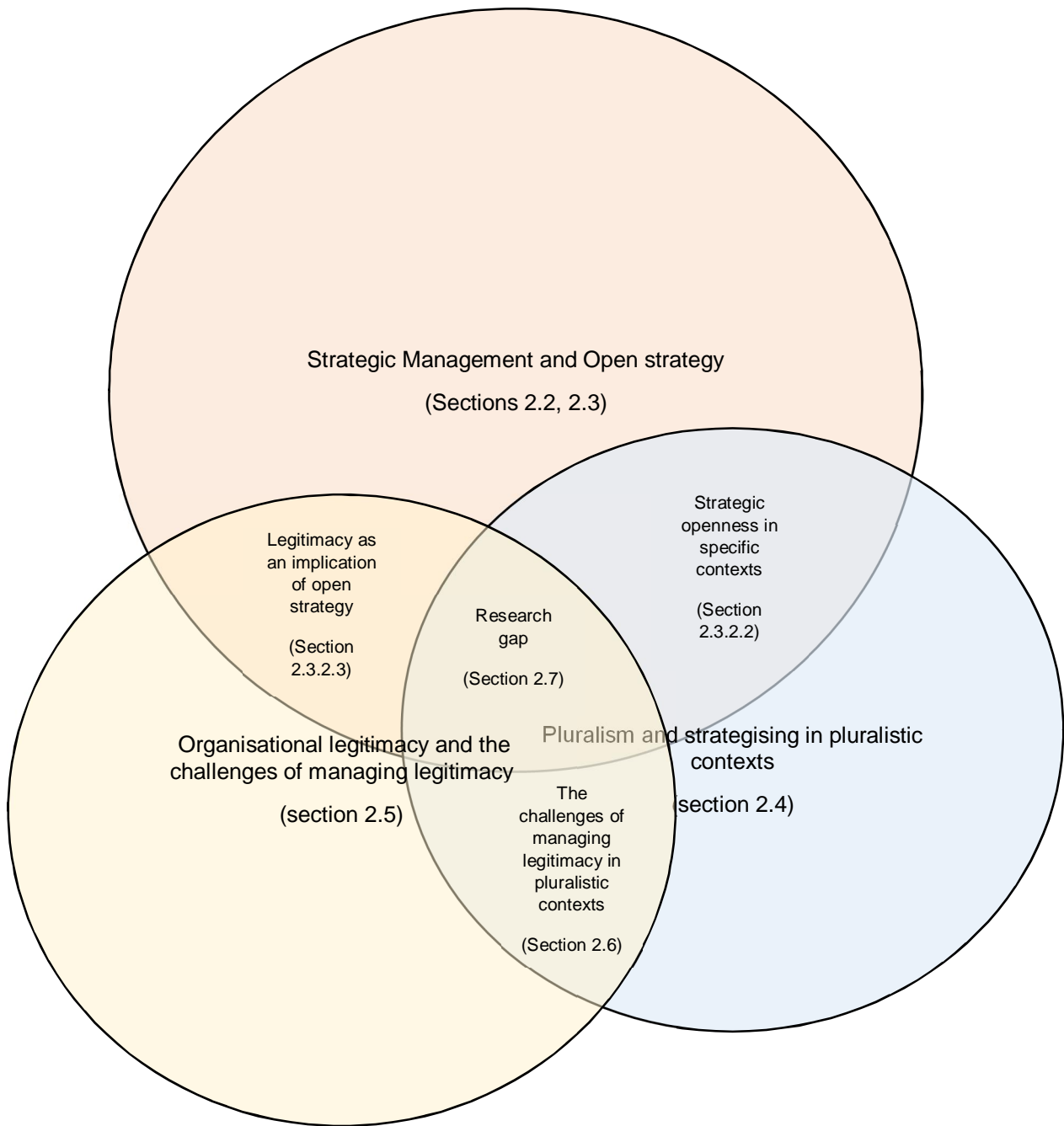


Figure 2.1: Literature review structure, topics and gap in research

Figure 2.1 is thus displayed here as a useful means of conceptualising the overlap of literature, highlighting how a research gap was broadly identified and how the literature is structured in this chapter.

2.2 Strategy and Strategic Management

Whilst many academic disciplines have been taught and studied for centuries, comparatively the discipline of strategic management is relatively recent. This field, often referred to as 'strategy', was born from policy in businesses and organisations (Andersen, 2013), and a consequence as business schools sought to gain academic legitimacy through scholarly research (Thomas and Wilson, 2011). For example, calls by Schendel and Hofer (1979) for improved research and production of empirical data in the field have helped strategy to become a mainstay of management teaching and research. Strategy in ancient terms originates to the art of planning in war, intertwined with tactics, to aid armies in defeating their enemies. The relevance of these military roots of strategy stem from their impact on the world's political, sociological and commercial landscapes, and have impacted on the adoption of strategy in the realm of business (Horwath, 2006). This has also been popularised through the texts of Sun Tzu, whose ancient Chinese manuscripts 'The Art of War' have been frequently cited in business fields (Berinato, 2015). Strategy's origins in business came in the mid-20th century, sparked by the rapidly changing and more competitive business environment following the Second World War (Bracker, 1980). This change was notably fronted by figures such as Alfred Chandler and Igor Ansoff, the latter of whom is widely considered "the father of strategic planning" (Andersen, 2013, p.4). Ansoff (1969) highlighted two factors for this change; the first being the acceleration of the rate of change within organisations, and the second being the increased application of technology and science in management practice. Examples of the interconnected aspects of strategy in the military and business sense exist, particularly in early adoption of military models of bureaucracy, including strict timetabling and uniforms, and a linear hierarchy based on rank, divisions of labour and expertise (Clegg et al., 2011). This top-down nature of strategy in business means organisations do not typically involve front-line staff in planning and strategy formulation, making it an exclusive responsibility of senior executive teams and management (Carter et al., 2008). Strategy in organisations is commonly split into three levels (Johnson et al., 2005, p.11-12). First is corporate Strategy, representing the overall scope of an organisation and how value will be added to different business units. This includes issues of geographical coverage, diversity of products, services, and business units, and how resources are to be allocated across organisations. Business strategy

represents competing successfully in particular markets, and how to provide best value services in the public services. It concerns which products or services should be developed in which markets and how competitive advantage can be achieved in alignment with organisational objectives such as long-term profitability or market share growth. Lastly, operational strategy is concerned with how the component parts of an organisation deliver effectively the corporate and business strategies in terms of resources, processes and people. These levels guide the focus of both scholars and practitioners when they address strategy and strategic problems.

2.2.1 The many definitions of strategy

Strategy has varying definitions, and the term strategic management refers to the entire scope of strategy and strategic decision-making in organisations (Barnat, 2014). Influential strategy academics, such as Mintzberg (1989, p.27-28), emphasise the need for the term strategy to equally “explain past actions as to explain intended behaviour”. Similarly, Smith et al. (1988, p.5) have stated that strategic management should be viewed as a process which evaluates “present and future environments” and drives to formulate and implement decisions based on these environments. There have been various attempts to provide a more coherent definition for strategy. For example, Summer et al. (1990) draw a theoretical framework for the field, consisting of four main components; environment, strategy, leadership and organisation, and performance. Similarly, Bracker (1980, p.219-223) introduces a chronology of strategy definitions, starting from the aftermath of the second world war in 1947 to the defining of strategic management by Schendel and Hofer in 1979. These themes broadly revolve around objectives and goals, organisational settings and internal and external environments, actions and decisions, and resources. A long-held view of strategy, and one that is still relevant today, is that it is the plans of top management to attain outcomes consistent with an organisation’s mission and goals (Wright et al., 1994). However, Mintzberg and Waters (1985, p.257) created a paradigm shift in thinking by identifying strategy as a “pattern in a stream of decisions”. This view of strategy recognises that strategy is not simple, it is dynamic and complex and strategic actions exist at different levels within an organisation (Mintzberg and Waters, *ibid*). This evolving broader view of strategy suggests that strategy results over time from the activities of multiple organisational actors (Floyd and Wooldridge, 2000). Strategy is

becoming more than top team decision-making, as although a key component of strategy is intention, another component is emergent, where emergent strategy is a pattern that is realised without intentions (Mintzberg and Waters, 1985), i.e. without being anticipated by a top team, or even increasingly despite a top team (Floyd and Wooldridge, 2000).

2.2.2 Dominant perspectives of strategy

Issues surrounding strategic management have been the subject of much research and theorising, and, over time, an increasing understanding of the complexities of strategic management have developed. This is particularly true as researchers have come to realise that ‘one size does not fit all’ and, that there is no ‘ideal’ definition or conception of strategy (Mintzberg et al., 2008). Indeed, since strategic management emerged as an academic discipline, it has evolved through various stages and witnessed significant developments in thinking. Such changes have also been described as a “rise and fall” of various theories and research topics (Nag et al., 2007, p.936), whilst the changes and developments of perspectives in strategy have been compared to the “swing of a pendulum” (Hoskisson et al., 1999, p.418). The scale and depth of these perspectives is evident in literature, with prominent examples such as the ten schools of thought in strategy (Mintzberg, 2008) and the four approaches to strategy (Whittington, 2001). Many reviewers trace the academic discipline of strategy to the early 1960s and of ubiquitous prominence are the seminal works of Chandler (1962), Ansoff (1965) and Andrews (1971) (Rumelt et al., 1994; Floyd and Wooldridge, 2000). Perhaps the most significant contributor to this diversity in strategy research has been the forming of a division between European and North-American research paradigms and traditions; both representing different ontological positions (Lampel, 2011). Lampel (ibid) explains that these divisions occurred, in part, due to the strength of North-American business schools in the 1970’s and 1980’s, Europe’s late entry to the field, and contrasting funding models. Additionally, through development of strategic management and corporate planning approaches in academic research, one primary divide has formed between two highly differing schools of thought (Makhija, 2003). Both schools of thought have been highly influential in modern strategy research since the 1980s (Ramos-Rodriguez and Ruiz-Navarro, 2004), and the perspectives have different epistemologies of strategy. The first focuses on wider

factors in the external environment and economy and the influence these have on firm performance and strategy, and is championed by many academics, most notably by American researchers. These corporate planning approaches continued to dominate well into the 1970s, however it was during the late 1970s and 1980s that comprehensive strategic management theories began to emerge. This was a period arguably largely focused on 'Porterian' theories, and has been termed the 'market-based view' (MBV) (O'Keefe et al., 1998; Makhija, 2003; McGee, 2015). An example of the MBV is Michael Porter's famed 'Five Forces' analysis (Porter, 1980). O'Keefe et al. (1998) suggest the 1980's was dominated by Porter's analysis of the industry as the primary determinant of profitability amongst firms. However, opposition to this perspective was brought to fruition during the 1990's, when strategy scholars altered interests from being entirely on external and industry level factors, to increased consideration for internal factors (Prahalad and Hamel, 1990) against various economic and political changes in international environments (Bowman et al., 2006). The works of Wernerfelt (1984) and Barney (1991), based on the work of Penrose (1959), defined strategy from the perspective of internal resources being core to firm performance, and is commonly referred to as the 'resource-based view' (RBV) (McGee, 2015). Penrose (1959, p.67) describes resources as "the physical things a firm buys, leases, or produces for its own use, and the people hired on terms that make them effectively part of the firm". The RBV, and also dynamic capabilities (Teece et al., 1997) were argued as the dominant views at the turn of the millennium (Ambrosini and Bowman, 2009). It can thus be reasoned that strategic management has matured significantly as a discipline over the last three decades, contributing to other disciplines as well as drawing on them (Pettigrew et al., 2002).

A further significant divide in strategy research exists between planning and process (Dobson et al., 2004). First are those who associate strategy with planning; a top-down approach where a future direction is carefully considered and decided. On the other hand, are those who equate strategy to the process of management, to facilitate the capability of the organisation to respond to an environment that is unpredictable, not suitable for a planning approach and therefore have a "less structured view of strategy" (Dobson et al., *ibid*, p.2). Whittington (2001, p.2-3) clarifies comparable notions through analysis that 'processualists' recognise the impracticalities of carrying out a perfectly structured and formulated plan, are pragmatic in accommodating strategy to

fallible processes of organisations and markets, and view planning as “largely pointless”. Pettigrew (1997) states that the process approach is not a steady state, it is dynamic and its major contribution is to catch reality in flight, explore dynamic qualities of human conduct and organisational life and embed these over time in a context in which streams of activity take place. Jarzabkowski (2005, p.3) opines that the strategy process school was influential in taking an alternative direction to the content-based strategy theories; offering a dynamic view of strategy as a process, and taking steps towards humanising strategy research. Similarly, Pettigrew et al. (2002) express that the process approach has introduced new epistemological and methodological traditions into the strategic management field. Langley (2007, p.271-272) attempts a general definition of process research, expressing it as “considering phenomena dynamically – in terms of movement, activity, events, change and temporal evolution”, also expressing that “process thinking may involve consideration of how and why things – people, organizations, strategies, environments – change, act and evolve over time”.

Despite such developments, the overwhelming understanding of strategy has been static, with a macro organisation-level focus. Thus, there has been a shift and emergence in research to focusing on micro-aspects of strategy, which Paroutis and colleagues (2013, p.6) describe as having been, to date, a “limited analytical vocabulary” for how people practice strategy. Johnson et al. (2003) outline the need for new perspectives to overcome limitations of the planning and process approaches. This being considered, the processual view provides important background to the emerging practice perspective of strategy (Whittington, 1996). Against this background, more dynamic research domains emerged from the RBV, including the aforementioned practice approach to strategy, often referred to as strategy as practice (e.g. Whittington, 1996; Jarzabkowski, 2005). This approach conceptualises strategy as “a situated, socially accomplished activity constructed through the interactions of multiple actors” (Jarzabkowski, *ibid*, p.7). Thus, strategy is not understood as a fixed property of an organisation (something they have), it is something organisational actors do. In simplified terms, the central interest of SaP is to focus on explaining who strategists are, what they do, and why and how that is influential for strategic practice⁸.

⁸ The strategy as practice domain is introduced in more detail in the theoretical background chapter (chapter three), so is not expanded in depth as part of this review of literature.

Table 2.1 provides a summary of the aforementioned perspectives of strategy (Whittington, 1996; Whittington, 2001).

Decade(s)/Approach	Emerging approach to strategic management
1960s - Planning approach	Planning approach; focused on planning techniques for the guiding of strategic decision-making. Planning means strategy is constructed consciously and deliberately before its implementation, and its essential characteristic is how organisation and its environment can be stylised and typed into categories
1970s - Policy approach	Policy approach; involved measuring different benefits for different strategic directions. The 'policy' characterisation of strategy did not simply ignore 1960s strategic planning ideas, but was more informed by economies of business scope as well as economies of business scale.
1980s - Process approach	Process approach; focused on discovering how organisations can intuit and then recognise a need for strategic change. Andrew Pettigrew's sociologist background informed his influential ideas of how organisational strategy is always moderated in a general form by specific social, historical and political contexts; by changing in time. This made strategy development equally complex, dynamic, and responsive to local needs.
1990s and 2000's - Practice Approach	Practice Approach; Introduced by Whittington (1996) and is concerned with the general activity of managers and strategists, especially through working among other managers and consultants, builds on the process perspective of what strategists 'do'.

Table 2.1: Summary of four dominant perspectives of strategy, based on Whittington (1996; 2001)

Table 2.1 maps the general progression of the strategic management field during the past five decades, and emphasizes that through analysis of the development of strategy and strategic management in literature, it is evident that the field has evolved to consider multiple viewpoints.

2.3 Openness and Strategy

An emerging phenomenon associated with the view of strategy as a social practice, is the emerging idea of strategy becoming more 'open'. Scholars have been discussing such issues for many years. For example, Eden and Ackermann (1998) discuss the transition and expectation of greater participation in strategy making. Others have focused on middle management inclusion in strategy. For example, Floyd and Wooldridge (1992) focus on the differing external and internal influences on middle managers' contributions to strategy in several organisations, whilst Collier et al. (2004, p.67) identify through their research that strategy is changing to allow a wider range of organisational actors to be involved in the process; noting that the "definition of who is involved in strategy has grown to include an increasingly broad range of people beyond top management". More recent examples include the work of Mantere (2008), whose work illuminates that enabling conditions are key to middle managers' ability in their role to 'strategise', whilst Mantere and Vaara (2008) focus on discourses impeding and promoting participation in strategy work. Here the authors argue that in order to improve understanding about central reasons why a lack of participation often typifies organisational strategising, scholars must "examine the ways in which managers and other organizational members make sense of and give sense to strategy process" (Mantere and Vaara, *ibid*, p.355-356).

2.3.1 The emerging field of 'Open strategy'

Whilst the aforementioned studies demonstrate that the concept of openness and strategy is not necessarily a 'new' phenomenon, it has become a focus of research for scholars in the decade from 2007 to 2017. In particular, works by Chesbrough and Appleyard (2007) and Doz and Kosonen (2008) ignited an increased focus on how organisations might need to more explicitly consider open approaches to strategy. The emphasis in these works differ in their explication of openness, for example the article by Chesbrough and Appleyard (2007) is based heavily on Chesbrough's earlier work on open innovation (e.g. Chesbrough, 2003), whilst Doz and Kosonen (2008) emphasise an 'open strategy process' as part of organisations being more strategically agile. Since these works, scholars from different academic fields have taken interest in the core concept of openness in strategy (e.g. Whittington et al., 2011; Hautz et al.,

2016). Whilst 'open strategy' has emerged as the primary term used to describe the phenomenon, examples include research under the guise of "open-source strategy" (Newstead and Lanzerotti, 2010), "opening strategy" (Whittington et al., 2011), "social software and strategy" (Haefliger et al., 2011), "democratizing strategy" (Stieger et al., 2012), "strategy as a practice of thousands" (Dobusch and Mueller-Seitz, 2012) and "open strategizing" (Berends et al., 2013). Ma and Seidl (2014) highlighted OS as an emerging topic of interest for practice-based strategy research, sharing similarities to practice approaches to strategy research in looking explicitly at the actions of strategists and the concept of strategising.

Chesbrough and Appleyard (2007, p.58) define OS as "(balancing) the tenets of traditional business strategy with the promise of open innovation" and "(embracing) the benefits of openness as a means of expanding value creation for organizations". Doz and Kosonen (2008) propose a different point of view, in which OS is framed as a contributor to 'strategic sensitivity'. Strategic sensitivity is defined as being the action of "seeing and framing opportunities in new insightful ways" and that as part of this management should "encourage the expression of new ideas" and allows for "sense making dialogues" to take place (Doz, 2013, p.40-41). Specific to this concept, OS is a means of "extending the strategy dialogue across the organization", and that "an open strategy process does not add value without open-minded people capable of insightful framing. Neither of these, again, is valuable unless companies can sustain "high-quality internal dialogue", which helps them turn individual insights into shared strategic direction (Doz and Kosonen, 2008, p.75-77). Whittington et al. (2011) present the first attempt to consolidate different perspectives and attempt to conceptualise the concept of increasing openness in strategy, whilst also considering some of the social, organisational and technological considerations driving this openness. Whittington and colleagues (ibid) also argue that whilst Chesbrough and Appleyard base much of their visioning of openness in strategy around the core concept of open innovation, in fact open innovation is a subset of the concept of OS, and that innovation simply represents one possible type of strategy process that is increasingly being subject to openness in modern organisations. Others have explored this more explicitly, such as through directly comparing OS and open innovation, and attempting to provide more clarity about the similarities and differences between the two phenomena (e.g. Dobusch et al., 2015; Vanhaverbeke et al., 2017). Whittington et al. (2011) also

examine that strategy as an organisational practice and profession has become increasingly open, through the “massification of strategy” (Whittington, 2015, p.13), thus making strategic planning and the doing of strategy a more inclusive and transparent process.

Considering the work of Chesbrough and Appleyard (2007) and Whittington et al. (2011) in particular, are two perceptible distinctions in these OS perspectives. First is Chesbrough and Appleyard’s (2007) labelling of OS as a focus on more open approaches to generating strategic content in organisations, using alternative internal and external ecosystems for value creation, such as in Chesbrough’s conception of open innovation and open business models (e.g. Chesbrough, 2003). Whittington and colleagues (2011), on the other hand, seemingly apply more focus on OS concerning the opening of strategy practice, including to a wider range of stakeholders, relating OS to other strategy perspectives such as SaP, and focusing on the practices and ‘doing’ of strategy. OS, as a focus of research, could perceivably emphasise one of these areas, or be positioned to consider the dynamics of both. From Chesbrough and Appleyard’s (2007) emphasis on balancing value creation found in individuals, innovation communities and collaborative initiatives with the need to capture value to sustain participation, consensus in much OS research thus far has built on Whittington and colleagues’ (2011) highlighting of ‘openness’ being emphasised by increased “inclusion”⁹ and “transparency” of actors, both internal and external to organisations. The perception that inclusion of a wider range of both internal and external actors, and increased transparency of actions, can bring benefit to an organisation demonstrates a clear link between OS and other open phenomena in research, including open-source (e.g. Feller et al., 2008), open collaboration (e.g. Riehle et al., 2009), and the aforementioned field of open innovation (e.g. Chesbrough, 2003). Whittington et al. (2011) also allude to the notion that openness in strategy should not be viewed as a binary phenomenon (open versus closed), but more as a continuum in which organisations are judged to be either more or less open in their approach to strategy. *Table 2.2* and *Figure 2.2* (Whittington, 2011, p.535-536) provide a comprehensive explanation of inclusion and transparency in relation to openness in strategy, and help

⁹ The term inclusiveness is also commonly used in the literature (and in this thesis) to represent this notion of inclusion.

conceptualise these key dimensions of OS, across internal and external organisational dimensions.

Open strategy: Examples of inclusion, transparency and internal, external dimensions	
Inclusion	Transparency
Inclusion refers to the participation in an organisation's 'strategic conversation', this being the exchange of information, views and proposals which further shape an organisations strategy making. Internal inclusion opens strategy to employees from all levels of an organisation and away from the 'management elite'. It is more common that organisations gain input on strategy from a wider cohort of mid-management levels. One example is IBMs 'strategy jam' which used IT to include employees in strategy processes. Additionally, there is increased openness in inclusion of external actors, such as consultants who can increasingly be involved with strategy. Practices such as crowdsourcing, which are common in open innovation, also extend to the opening of strategy to external participants. One example is the open publishing of organisational issues, to welcome ideas and input on how they might be solved. Such ideas have been utilised by large multinational organisations to their advantage.	Transparency refers to the visibility of information about strategy in an organisation, sometimes through the process of developing the strategy, or typically when the strategy has been finalised. Often internal 'summits' within organisations are used to communicate strategy which has been decided by top management, rather than formulate it further. However, newer technologies have allowed platforms such as blogs (internal and external) to be used for high-level management to comment on strategy of their organisation and perhaps even that of competitors. Increasingly, organisations are open to releasing information about their strategies to the media and analysts. They can even now be rewarded for doing so by outlets such as the Strategic Planning Society, who support transparency and hold an annual award ceremony.

Table 2.2: Open Strategy: Inclusion and transparency (based on Whittington, 2011, p.536)

	Transparency	Inclusion
Internal	E.g. Blogging	E.g. Jamming
External	E.g. Strategy updates	E.g. Crowdsourcing

Figure 2.2: Inclusion and transparency with internal and external factors (adapted from Whittington et al., 2011, p.535)

Of additional Importance in relation to inclusion and transparency, is that the degree of openness is likely to vary, and it is stressed that decision-making in open strategising will still likely be limited to top management. For example, Whittington et al. (ibid, p.535-536) state that “inclusion and transparency do not extend to the transfer of decision rights with regard to strategy: openness refers to the sharing of views, information and knowledge, not a democracy of actual decision making”.

Hautz et al. (2016, p.1) have expanded on inclusion and transparency to further develop “a more theoretically-nuanced understanding of open strategy”, and emphasise that OS should move to be viewed as continuously varying along these two core dimensions. More specifically, the dynamics of OS should be developed to reiterate that an organisation being open or closed is not dichotomous or fixed, and openness is a dynamic process that should be viewed as allowing movement along and between inclusion and transparency and towards and away from openness. Whilst the two dimensions by Whittington et al. (2011) remain the prominent model used as a basis for much of the OS literature, other scholars have begun to interpret these aspects in different ways, with some attempting to elaborate further on these dimensions, and on the defining of the phenomenon of OS itself (Hautz et al., 2016; Gegenhuber and Dobusch, 2017). For example, Dobusch and Kapeller (2013, p.3-6) consider that “the basic idea of open strategy making is to pool the knowledge, ideas or opinions of certain audiences”, and perceive the importance of distinguishing between the internal and external domains by which organisations might open strategic dialogue or content. They state that between internal and external openness there is an interesting divide in whether the corporate elite is choosing to open the strategy process up to the input of groups such as internal employees, or whether the aim is to include external stakeholders such as customers. Alternatively, it might be that organisations consider a more explicit openness in having no barriers for inclusion or transparency, incorporating both internal and external actors equally (e.g. Luedicke et al., 2017). Matzler and colleagues (2014, p.2-3) adapt the core dimensions of OS by highlighting what they deem to be two primary benefits of increased inclusion and transparency across internal and external domains. First, they note that it allows knowledge to be congregated from all parts of an organisation, tapping ‘crowd wisdom’, and stressing that under certain circumstances the crowd can be a superior source of innovating and problem solving in comparison to the ‘elite few’. Further,

Matzler et al. (ibid, p.2-3) emphasise that OS complements suggestions that strategy should be viewed as a social process, and explicate the idea that a strategy is less likely to be a success if those who implement the strategy do not understand, or have a part in its formulation.

More recently, there has been further delineation of types or “branches” of OS research (Appleyard and Chesbrough, 2017, p.1). First is a content branch, interested in how organisations might “sustain themselves economically with an open approach to innovation” (e.g. Chesbrough and Appleyard, 2007), and a process branch seeking to explore “the systems that can enhance strategy formulation by furthering participation of both internal and external actors and improving transparency inside and outside of the firm” (e.g. Whittington et al., 2011). Thus, it can be positioned that these two branches perceivably build on the earlier mentioned divide in potential OS perspectives, where the focus differs between strategic content (Chesbrough and Appleyard, 2007), and strategic practice (Whittington et al., 2011).

2.3.2 Dominant themes in open strategy research

Whilst much of the work on OS has focused on defining the phenomenon, attempting to explain how it is different to traditional forms of strategy work, there has been a number of dominant themes emerging in the literature to date, relating to empirical work and perspectives adopted in researching OS. The ‘openness’ aspect, in particular, has garnered interest from scholars away from those interested in strategy more traditionally, such as interest from information systems researchers (e.g. Amrollahi et al., 2014; Tavakoli et al., 2017), presenting a domain that has long studied the enabling potential of IT in enabling openness to occur in organisations (e.g. Walsham, 2012; Whelan et al., 2014).

2.3.2.1 Processes of open strategy, and open strategy and IT

One of the primary interests in OS work has been conceptualising OS as a process, particularly in relation to the use of IT as an enabler for openness to occur. Whilst Whittington et al. (2011) identified technology as a key driver for openness, others have more explicitly stated its importance as part of the OS phenomenon, highlighting a clear link between the OS phenomenon and the organisational use of IT. For

example, Tavakoli et al. (2015; 2017) added to the dimensions of inclusion and transparency in their attempt at a 'processual conceptualisation' and 'consolidated definition' of OS, by adding a third dimension stating the significance of IT as the core enabler for OS to occur, using the term 'IT-enabledness'. Others have taken the role of technology as a central interest in being the enabler of open strategic inclusion and transparency, such as by exploring strategy as enabled by IT or social platforms generally. For example, Baptista et al. (2017) identify several types of IT used for OS which they group as 'social media'. A common example has been the identification of OS as being akin to crowdsourcing processes (e.g. Newstead and Lanzerotti, 2010; Gast and Zanini, 2012; Matzler et al., 2014; Aten and Thomas, 2016). Matzler and colleagues (2014, p.3-4), for example, identify crowdsourcing principles as being potentially core to OS as a process. In this way, social platforms can be utilised meaning stakeholders can "participate in open discussions, contribute their ideas, and comment on their peers' opinions and thus collectively contribute to and develop strategies". Further, it is emphasised that crowdsourcing creates an environment for employees in organisations to collaborate, subsequently providing a platform to tap into collective intelligence and knowledge of groups, whilst not necessarily meaning a transfer of strategic decision-making rights (Matzler et al., *ibid*; Amrollahi et al., 2014).

Other examples from literature include more explicit investigation of the use of crowdsourcing as a strategy making tool (e.g. Amrollahi et al., 2014; Stieger et al., 2012). Stieger et al. (*ibid*, p.44) position that "crowdsourcing is typically associated with the incorporation of company-external stakeholders such as customers in the value creating process", and that organisations can now utilise web-based platforms to tap into employee knowledge, thus enabling potential inclusion in strategy processes. Stieger and colleagues (*ibid*) also further emphasise that at the forefront of this is the emergence and widespread availability of social networks and collaboration software. Amrollahi et al. (2014) also investigate crowdsourcing as a tool for open strategising, and present an attempt to conceptualise an OS process which illuminates stages of collaboration and review, whilst indicating which stages might involve wider participation of stakeholders, and those such as filtering and approval of ideas which might be limited to top management (Amrollahi et al., 2014, p.4-5). This example provides the first attempt at mapping the process of OS, conceptualising what OS might look like through the enablement of IT.

Whilst the aforementioned literature helps establish IT-enablement as a central notion in OS, more intricate detailing of IT remains largely 'black boxed' in OS work, in that specific uses of IT have not been focused upon in a unified piece of work. This is despite there being various empirical works which highlight further examples of IT in-use for OS. There has, for example, been recognition of the potential benefits which arise from the opening or 'open-sourcing' of strategy (Newstead and Lanzerotti, 2010, p.32-33) with the specific example of Wikimedia demonstrating how an OS approach can be used to source ideas via an online wiki platform. The strategic use of wikis has also been cited in other OS literature, focusing again on Wikimedia's open strategic activities, and inclusive strategising amongst the creative commons movement (Dobusch and Mueller-Seitz, 2012; Dobusch and Kapeller, 2013; Baptista et al., 2017). Others have examined IBM's specific 'jamming' process¹⁰ (Whittington et al., 2011; Tavakoli, 2017), in which IT platforms are used to connect employees and external stakeholders in time-limited discussions around particular strategic goals. Blogging and micro-blogging platforms represent another form of IT to be found in the OS literature (Whittington et al., 2011; Dobusch and Gegenhuber, 2015; Gegenhuber and Dobusch, 2017), particularly as a means of being transparent about strategy, and sharing strategic information and content internally and externally with stakeholders. Online surveys, email, and mailing lists are also noted in the literature, as potential means of collecting strategy ideas and opinions from stakeholders and discussing strategy over time (Dobusch and Kapeller, 2013; Luedicke et al., 2017). A further unique type of IT stated is the use of an idea contest platform (Matzler et al., 2014; Hutter et al., 2017), which have been a common type of IT explored in the open innovation literature (e.g. Piller and Walcher, 2006; Bullinger et al., 2010; Hutter et al., 2011). Additionally, in contrast to extant literature focusing specifically on IT as a driver for openness, are those studies which explore a combination of IT and more traditional means being used for OS. One such example is the use of face-to-face discussions with volunteers and users, in addition to their online strategy wiki platform, by Wikimedia (Dobusch and Mueller-Seitz, 2012). Another is identification of the use of strategy workshops as a means of discussing strategy with strategic partner organisations and clients (Santalainen and Baliga, 2014), and demonstration that large scale workshops can provide forums in which organisational teams can share

¹⁰ See Bjelland and Wood (2008) for a detailed overview of IBM InnovationJams.

ideas, whilst workshop brainstorming sessions can enable stakeholders to ideate and debate each suggestion in greater depth (Mack and Szulanski, 2017). A less common example of a study focusing primarily on ‘analogue’ forms of strategizing¹¹ (Baptista et al., 2017) explores the use of OS workshops and round table discussions as “strategic arenas” which enable open strategic discussions to occur (Friis, 2015, p.8). Empirical work examining the use of presentations by chief executives to be more transparent about strategic issues and to share strategic content (Whittington et al., 2016), and the publication of strategic content during mergers and acquisitions (Yakis-Douglas et al., 2017) also place less emphasis on IT use specifically.

Ultimately, this demonstrates the varying nature of IT being used in open strategising, whilst also illuminating that not all examples of OS specifically rely on technology use, or indeed explicitly make the distinction of OS being an IT-enabled phenomenon (Amrollahi and Rowlands, 2016; Tavakoli et al., 2017).

2.3.2.2 Strategic openness in specific contexts

Openness in different organisational contexts has also been prominent in the OS literature. Although few studies have yet explicitly explored the notion of different types of organisations and associated strategic openness (such as one type of organisation being more inherently open than another), many have utilised different organisational settings across sectors for empirical studies examining the phenomenon. Whittington et al. (2011, p.540-541), for example, have directly associated potential openness with different organisational contexts, explicating that the need for openness in strategy, and how strategy might be opened is unlikely to be the same for all organisations. One example is that privately held firms may be “under less pressure from external shareholders and financial market regulations”, and may see less value or need to be open about strategic practice. However, Whittington et al. (ibid) also recognise that most organisations will likely need to factor in potential impact of IT, and the managerial advantages of being open, both internally and externally. In this vein, it is noted that in most organisational contexts greater transparency is probably unavoidable.

¹¹ See Baptista et al. (2017) for an overview and comparison of analogue and digital strategising processes, and how digital forms of strategising are influencing or replacing more traditional means.

Whilst various studies on OS place more emphasis on private sector contexts (e.g. Chesbrough and Appleyard, 2007; Whittington et al., 2011; Tavakoli et al., 2016; Baptista et al., 2017; Gegenhuber and Dobusch, 2017), increasingly empirical work is focusing on a range of contexts across different public sector (e.g. Amrollahi et al., 2014; Aten and Thomas, 2016; Tavakoli et al., 2017) and third sector organisations (e.g. Newstead and Lanzerotti, 2010; Dobusch and Mueller-Seitz, 2012; Dobusch and Kapeller, 2017). For example, one study which is more empirically driven in its view of organisational contexts and openness explores OS making amongst the third sector contexts of Wikimedia and Creative Commons (Dobusch and Kapeller, 2013; 2017). More specifically, the work recognises the differences between open strategising with crowds, where external actors are isolated and dispersed, and open forms of strategy making with communities, where organisational agents self-identify as members of communities. Through such identification of actors in the OS initiatives, the authors recognise that the context of each organisation is also unique in how it operates and the role of said actors in organisational processes, including in strategic issues, compared to private organisations. Another study which focuses on Wikimedia and OS (Dobusch and Mueller-Seitz, 2012), interrogates the context of the organisation and the dynamic of including external actors specifically, differing between organisations like Wikimedia where most stakeholders are external volunteers and users, compared to private and public organisations in which most stakeholders being exposed to openness in strategy are internal. In this regard, the degree of openness identified goes beyond organisational boundaries, and the authors describe this as “an extreme case of involving external actors in organizational strategy making” (Dobusch and Mueller-Seitz, *ibid*, p.2). A similar context is that of the German Premium Cola Collective (Luedicke et al., 2017, p.1-2) which is illuminated by the authors as being an example of “radically open strategizing”, and as being different in context to previous studies which have looked at “cases of partially open strategizing”. This case example also explores collective strategic decision-making, contradicting what other authors (e.g. Whittington et al., 2011; Matzler et al., 2014) have identified as an unlikely aspect of inclusion in OS initiatives. Luedicke et al. (2017, p.12) also identify that the context used for their empirical work constitutes one that differs notably from other research cases in the extant OS literature, particularly highlighting this in terms of its “organizational form, power structure, market influence, or market positioning” from more conventional, large private businesses in many OS studies to date. Other

literature examines OS in public sector environments, such as in higher education settings and including cases involving university open strategic planning activities (e.g. Santalainen et al., 2013; Amrollahi et al., 2014; Amrollahi and Ghapnchi, 2016), and cases involving government organisations (e.g. Aten and Thomas, 2016). This includes cross-nation government projects at organisations such as CERN (Santalainen and Baliga, 2014) where the focus is on OS as a tool for nations sharing strategic content with regards to scientific developments and directions. Lusiani and Langley (2013) on the other hand adopt the perspective of their empirical work in professional, hospital settings as being ‘pluralistic contexts’, acknowledging that insights of openness and pluralism might offer new perspectives which might be useful in comparison with examples of OS in organisations more generally. The authors also suggest that forms of openness might perceivably be more common in public and third sector organisations, where strategy processes are utilised for means of generating commitment from internal groups, and attempting to gain legitimacy from external stakeholders. The primary focus of Lusiani and Langley’s empirical work explores the ways in which their case organisation manages to balance the OS dynamics of inclusion and transparency, whilst keeping a coherent strategic direction which can cater for the competing demands inherent in pluralistic settings. They position this as being a dichotomy of “the tensions between ‘opening up’ and ‘keeping together’”, focusing on the question of how “once one opens everything up, how does one then keep it all together?” (Lusiani and Langley, *ibid*, p. 3).

Thus, OS has been explored through various organisational settings and contexts, whilst many of these empirical studies place less emphasis on the potential for how openness in strategy might be different depending on the specific context of their empirical work (Whittington et al., 2011; Lusiani and Langley, 2013; Luedicke et al., 2017).

2.3.2.3 Uses and Implications of openness in strategy

In addition to organisational contexts, extant work has focused on specific organisational uses and implications of OS. For example, building on the relationship between OS and IT, Dobusch and Kapeller (2013, p.4; 2017) have explored the use of OS more explicitly in relation to choices of IT, specifically the “administration and management of open strategy process by choosing appropriate tools”. Another

example is the conception that openness in strategy can be used by organisations during periods of transition (Yakis-Douglas et al., 2017), or for strategic decision-making (Luedicke et al., 2017). More specifically, Yakis Douglas and colleagues (2017) focus on mergers and acquisitions, and circumstances where organisations used practices of transparency to demonstrate increased openness towards their outside stakeholders during mergers and acquisitions. Luedicke et al. (2017) examine how open strategising practices translate into active participation, agenda setting and forms of collective organisational decision-making. Other studies have examined the use of OS practices for transparency and impression management in new ventures (Gegenhuber and Dobusch, 2017), and presentations as a form of OS for transparency and impression management by new CEOs (Whittington et al., 2016).

More prominent yet are the implications of openness in strategy, especially given the shift from strategy being more traditionally viewed as an exclusive and private organisational activity (Whittington et al., 2011). For example, potential negatives have been highlighted in the literature as an implication relating to OS (Collier et al., 2004; Haefliger et al., 2011; Whittington et al., 2011; Friis, 2015). This includes consideration that more openness relating to organisational strategy practices and content could potentially cause difficulties with confidentiality, thus making it easier and quicker for imitation to occur (Collier et al., 2004; Whittington et al., 2011). Indeed, Whittington and colleagues. (ibid, p.531) reflect that; “the opening of strategy is not an unalloyed good for organizations. For many, openness comes willy-nilly and unwelcome”, further describing increased openness of strategy processes as being “by no means secure”, with the potential for “side-effects” to develop from increased openness. Similarly, Friis (2015) positions OS as an approach which has the potential of being both an opportunity and threat in strategy making. Here is it expressed that whilst there are clear benefits such as commitment and ownership, integration of sub-unit goals, collective sense making and quicker and more efficient implementation of strategy, possible threats come in the form of strategy processes being blurred and filled with power struggles, contradictory goals, and discrepant or unplanned events. More prominently positive implications have also been highlighted in the literature. One example being the potential incentivisation of strategic activity, and the notion of increased motivation as being an implication of OS (Stieger et al., 2012; Amrollahi and Ghapnchi, 2016). Similarly, studies have also referred to potential for monetary and

power incentives as part of motivating contributions to OS (e.g. Stieger et al., 2012; Luedicke et al., 2017). Additionally, scholars have recognised aspects of “social interaction” and “social payoff”, such as the opportunity to be actively involved with others in the community (Amrollahi et al., 2014, p.5), and aspects such as being named in final strategic plans as a key contributor (Amrollahi et al., *ibid*; Amrollahi and Ghapnchi, 2016).

However, at the core of the uses and implications of OS is ultimately the notion of organisational legitimacy. Indeed, most of the OS literature associates the core use or purpose, and indeed potential implications of open strategising activity, to the notion of organisations seeking to manage their legitimacy (e.g. Whittington et al., 2011; Aten and Thomas, 2016; Gegenhuber and Dobusch, 2017; Luedicke et al., 2017) through understanding that their actions are desirable, proper, or appropriate in the opinion of key stakeholders (Suchman, 1995). The notion of inclusion and transparency, in particular, are stressed as a potential means for organisations to gain insight, and opinion regarding their legitimate purpose and direction (e.g. Whittington et al., 2011; Tavakoli et al., 2017). Several works have also approached OS and the concept of legitimation more directly and explicitly, focusing particularly upon the management or gaining of legitimacy as being a positive implication of openness in strategy (Gegenhuber and Dobusch, 2017; Luedicke et al., 2017). Gegenhuber and Dobusch (2017), for example, express that transparent modes of open strategising through blogging platforms could ensure legitimacy for new ventures and strategic direction, whilst Luedicke et al (2017) view legitimacy from the perspective of decision-making, and how stakeholders and organisations might be able to legitimise strategic decisions more specifically through OS approaches. Luedicke et al. (*ibid*, p.10-11) explicitly state that “legitimation of strategic decisions” is an outcome of radical open strategizing, and “when a strategic issue is posted to the collective mailing list, members are therefore encouraged not only to make a decision, but also to legitimize it”. Whittington et al. (2016) further detail that leaders are being transparent as part of an attempt to gain legitimacy and generate positive impressions for their leadership and directions. Despite legitimacy being central to the notion of increased openness in strategy, the concept is largely viewed as an “effect” (Gegenhuber and Dobusch, 2017, p.14) or “outcome” (Luedicke et al., 2017, p.11) in the OS literature, rather than there being an explicit focus on how open strategising might manage and form legitimacy.

2.3.2.4 Research agendas for open strategy

Consideration of the agendas which have been outlined in the extant OS literature, aimed at guiding future empirical research, are also important here. To date, there exists three notable examples where scholars have attempted to outline a research agenda for OS. First is a call for papers by Whittington et al. (2014, p.2-3), which outlines seven core areas which provide a potential guide for research into describing; what OS is, what are its antecedents and drivers, what are its areas and forms, what challenges, barriers and incentives exist to its practice, how it might implicate organisational competition and performance and implicate social structure, power and politics. Additionally, Whittington et al. (ibid) focus on how researchers from other disciplines might help to bring their knowledge to help develop the notion of OS, and to study it from a variety of methodological viewpoints. Matzler et al. (2014, p.4) have presented a less structured agenda, by concluding their work with detailed insights which might shape future research, based both on potential theoretical stances, and insights informed by direct empirical evidence. They highlight areas where further research could be initiated under the guise of “social media and open strategy”, primarily focusing on a more IT-orientated outlook for the potential future of OS work. First, they outline that the risk of opening strategy processes is evident from their case studies, and that this is an area which could be further expanded through empirical work. They also outline the potential study of areas such as; when OS is suitable, how OS is designed, how individuals can be motivated to participate, the role of management in OS, the effects of corporate culture on OS including how OS impacts corporate culture, and how specific strategies emerge in OS. More recently, Hautz et al. (2016) have outlined a research agenda as part of a special issue on OS in *Long Range Planning*¹². The authors focus on building on the interest in OS to advance research, specifically outlining five dilemmas and dynamics inherent in the theoretical and empirical literature to date. In their agenda, they highlight six “promising areas of research”; practices of OS, dilemmas of OS, dynamics of OS, relation between OS and strategy content, implications of OS for strategy practitioners and comparative studies on OS (Hautz et al., ibid, p.9-10). In sum, there exist a small number of research agendas which have attempted to map OS work to date, and encourage

¹² The complete special issue was published in 2017.

further empirical and theoretical development of the field.

2.4 Pluralism and Strategising in Pluralistic Contexts

This section of the review moves from strategic management and OS to organisational pluralism, which is more directly relevant to the context of the case study in this research. Pluralistic contexts were also highlighted amongst contexts of focus in the OS literature. Here an overview of more general literature on pluralism is reviewed, before more specific literature on strategising in pluralistic contexts is outlined.

2.4.1 A brief overview of pluralism and pluralistic contexts

Pluralistic contexts and competing demands in organisations have been a long-standing research focus, particularly in organisation studies (e.g., Denis et al., 2001; Jarzabkowski and Fenton, 2006; Denis et al., 2007; Bednarek et al., 2016; Smith and Tracey, 2016). Although it is recognised, and important to note here, that all organisations are pluralistic to at least some extent, it is also emphasised in literature focusing on pluralistic contexts that some organisations can be perceived to be “more pluralistic than others” (Denis et al., 2007, p. 180). Such organisations are often in the public or third sector (Jarzabkowski and Fenton, 2006), such as the example highlighted earlier in the OS literature which explored professionals in hospital settings (Lusiani and Langley, 2013). Other specific examples include universities, and professional partnerships (Denis et al., 2007), and typically pluralistic organisations need to meet the interests of “autonomous knowledge-workers” and cope with administrative pressures (Jarzabkowski and Fenton, 2006, p.632). Jarzabkowski and Fenton (ibid) further explain that organisations defined by pluralism embody administrative, managerial and professional cultures and within these wider groupings also subcultures and identities. The authors use the example of universities, where there is a broad academic culture and identity with distinct professional interests, but within which there are many disciplinary subcultures which might vary substantially. Kraatz and Block (2008, p.250) offer a similar example, focusing on the pluralistic nature of American higher education and sport, where the university is viewed as having the purpose of “accomplishing its stated goals of knowledge creation and

dissemination”, yet many identify American universities by their sports teams, where it is “a central part of most American universities’ identities”.

Other works, such as those adopting a stakeholder theory approach, which outlines that organisations should recognise various stakeholder objectives and commitments (e.g. Freeman, 1994), have positioned that organisations should be “viewed as pluralistic entities” (Kraatz and Block, 2008, p.244). However, Kraatz and Block imply that in relation to pluralism and pluralistic contexts specifically, stakeholder theory is thus far yet to fully explore how organisations effectively manage stakeholder interests amongst competing demands and interests. Indeed, the authors also emphasise that the complications that are inherent in managing and potentially resolving stakeholder centrism have not been properly addressed by the perspective. Perhaps more persistent in the literature has been the ‘paradox lens’ (Cameron and Quinn, 1988; Lewis, 2000; Andriopoulos and Lewis, 2009; Bednarek et al., 2016). One challenge in reviewing broad groups of literature here is differentiating between the meaning of pluralism and similar terms, paradox in particular. Paradox work has more specifically focused on dual tensions, and opposing yet interconnected competing demands which exist concurrently and remain persistent over periods of time in organisations and institutions (Smith and Lewis, 2011). Such dual tensions or dualities are in direct opposition to one another, such as ‘A’ and ‘not A’, ‘light’ and ‘dark’, and ‘today’ and ‘tomorrow’ (Smith and Tracey, 2016, p.458). Indeed, Smith and Lewis (2011) outline, more specifically, that research focusing on paradox has more explicitly been constrained to exploring detailed dualities. Research studies on pluralism are, by comparison, more focused on various competing demands and embedded points of divergence (Jarzabkowski and Fenton, 2006; Jarzabkowski and Sillince, 2007)¹³.

The exploration of pluralistic organisations in theoretical and empirical work to date opines that there are a number of main characteristics in these types of organisations, namely; divergent objectives and multiple powerful stakeholders or diffused power (e.g. Denis et al., 2001). Others have also focused on a third aspect; knowledge-based

¹³ Therefore, it is established that paradox differs from the definition adopted of pluralism and pluralistic contexts for this study, which have a wider ranging contextual base (e.g. Smith and Tracey, 2016).

work (e.g. Denis et al., 2007)¹⁴. Extant literature has also emphasised the concept of pluralism through the notion of “competing demands” (e.g. Smith and Tracey, 2016) and “pluralistic tensions” (e.g. Jarzabkowski and Fenton, 2006) in which leaders are increasingly tasked with divergent tensions, whether between profits and purpose, short-term and long-term goals, or global integration and location distinctions (Smith and Tracey, 2016). Pluralism, therefore, broadly denotes contexts consisting of divergent objectives held by multiple salient stakeholders (Jarzabkowski and Fenton, 2006; Denis et al., 2007). Power is also relevant here in relation to these stakeholders, as the capability for a group or individual to have the ability to “bring about the outcomes they desire” (Salancik and Pfeffer, 1977, p.3). Diffusing power amongst multiple stakeholders therefore affects the relative power of managers and their ability to impose top-down decisions (Cohen and March, 1986; Denis et al., 2007). The concepts of diffused and relative power are therefore understood here as closely related. Denis et al. (2007) further illustrate that the degree of divergence and diffusion lie on a continuum, rather than being binary. The level of divergence between objectives may be perceived as partly commensurable, or incommensurable. Similarly, power may be more or less highly diffused. The two main characteristics focused upon in the literature are summarised below.

2.4.1.1 Divergent objectives

As previously alluded, those organisations which are deemed to be ‘particularly pluralistic’ exhibit existence of divergent and sometimes contradictory goals (Jarzabkowski and Fenton, 2006), and within pluralistic contexts diverse groups support and lean towards particular divergent objectives (e.g. Denis et al., 2001; 2007). Such varying and different goals are often the root of persisting tensions within organisations (Kraatz and Block, 2008). Such tensions have been labelled in many ways, such as the above-mentioned notion of competing demands¹⁵ (e.g. Smith and Tracey, 2016). Jarzabkowski and Fenton (2006) have noted that such demands mean that modes of communicative exchange are required and become something of a

¹⁴ For consistency, in this thesis the focus is on the first two aforementioned characteristics, in line with much of the extant literature on pluralistic contexts (e.g. Denis et al., 2001).

¹⁵ For consistency, competing demands is used as the overarching term to denote divergent objectives for the remainder of the thesis. This represents those demands “emanating from societal-level expectations” (Smith and Tracey, p.456).

necessity within organisations and amongst different stakeholder groups who may embrace different objectives.

2.4.1.2 Diffuse power

In addition to divergent objectives, pluralistic organisations are made up of many different diverse groups or 'constituencies'. This could be various types of community groups or professionals (Glynn, 2000). It is the divergent interests and objectives of these groups which produce diffuse power structures, and who can thus apply, or attempt to apply, some influence on organisational objectives, including strategic directions (Jarzabkowski and Fenton, 2006). Denis and colleagues (2007) have recognised that participative activities, including decision-making, might be necessary in such contexts to ensure groups or constituencies are committed and can be valued and involved, and thus participation in pluralistic organisations in particular is inevitable (Denis et al., *ibid*; Lusiani and Langley, 2013). However, such dynamics can also lead to issues with decisions that are acceptable but not realistic or achievable, as in pluralistic organisations ensuring all groups are satisfied completely is highly unlikely, and is at the crux of issues within such organisations (Suchman, 1995; Denis et al., 2007). This can mean tensions are ultimately unresolvable, and must thus be managed (Kraatz and Block, 2008).

2.4.2 Strategising in pluralistic contexts

Whilst interest in pluralism in the management and organisation studies literature has been increasing in recent years (Jarzabkowski and Fenton, 2006; Denis et al., 2007), it has not yet been fully translated into existing theories of management explicitly (Glynn et al., 2000). In particular, the strategy making or strategising activities of organisations in pluralistic contexts have received scant attention, and represent an area which has been highlighted in extant literature as of potential interest and relevance, and one prime for further exploration (Denis et al., 2001; Jarzabkowski and Fenton, 2006; Denis et al., 2007; Kraatz and Block, 2008; Pache and Santos, 2010). In this sense, pluralism could have a greater effect on the strategy field, as it has on specific topics such as decision-making (Cohen and March, 1986), governance (Molz, 1995) and leadership (Denis et al., 2001).

Jarzabkowski and Fenton (2006) emphasise, more specifically, a need for a picture of strategy that incorporates pluralism in a way that conventional organisation studies and strategy research does not. This is particularly relevant when considering the characteristics which make pluralistic contexts, multiple objectives and diffuse power processes, appear to contradict the natural dynamics of strategy, as typified by organisations having “an explicit and unified direction” (Denis et al., 2007, p.179). Some examples from the literature have attempted to offer further insight into strategising in pluralistic contexts through empirical work. For example, Cuccurullo and Lega (2013, p. 609) opine that “how strategy is formed and implemented in pluralistic contexts has been substantially underestimated for many years”, and in their empirical work specific strategy practices are explored in relation to their use in reducing the risks of setting strategic agendas considering the divergent interests present in pluralistic contexts. Denis et al. (2001) examine strategising through strategic change, and how such change can be managed in pluralistic organisations where power is diffuse and objectives are divergent, whilst Denis and colleagues (2007) suggest that the practice perspective of strategy is a useful approach to improving this area of research, through its interest in the way that strategising takes place in different contexts. The authors propose three useful theoretical frames “for understanding and influencing strategy practice in pluralistic contexts”, actor-network theory, conventionalist theory, and social practice perspectives (Denis et al., *ibid*, p.179). Lusiani and Langley (2013) have also, like other works on strategising in pluralistic contexts (Denis et al., 2001), used professional health care settings as an empirical context, and as mentioned through the literature on OS have begun to incorporate concepts of openness into strategising in pluralistic contexts. In particular, Lusiani and Langley position how professional, pluralistic contexts might be more inherently characterised by open participation in strategy making, and explore how open forms of strategising take place through how professionals participated in strategy practice, and the tools they utilised in doing so.

Thus, there are streams in the literature which are attempting to more explicitly focus on strategising activities in pluralistic contexts, including the emergence of open forms of strategising in pluralistic contexts.

2.5 Organisational Legitimacy and the Challenges of Managing Legitimacy

For over 60 years, since the early influential works of Weber (1947), legitimacy as a concept has been of interest to those in broad fields of management, including strategy scholars. Suchman (1995, p.572) distinguishes “two distinct groups” in the legitimacy literature to date; the strategic and the institutional. It is noted that these often operate at cross-purposes, and work from the strategic group “adopts a managerial perspective and emphasizes ways in which organizations instrumentally manipulate and deploy evocative symbols in order to garner societal support” (Suchman, *ibid*, p.572). The institutional group differs by employing a “detached stance and emphasizes the ways in which sector-wide structuration dynamics generate cultural pressures that transcend any single organization’s purposive control” (Suchman, *ibid*, p.572). Whilst the concept of legitimacy has been heavily embedded in the institutional theory literature (e.g. Meyer and Rowan, 1977; Powell and DiMaggio, 1991), interest in legitimacy has moved more broadly across different domains in the social sciences, thus current interpretations of legitimacy and how it is managed have grown to be increasingly diverse and intricate than in earlier institutional works (Deephouse et al., 2017). It has also been central in various other perspectives that provide answers to how organisations and those within organisations deal with the norms of acceptable behaviour in the social system in which they are a part (Dowling and Pfeffer, 1975). These fields include resource dependence theory (e.g. Dowling and Pfeffer, *ibid*), discourse analysis (e.g. Vaara, 2013) and impression management theory (e.g. Uberbacher, 2014). The variance of perspectives of legitimacy across these diverse areas of research means numerous definitions of the concept have come to exist. For example, in resource dependence theory Dowling and Pfeffer (1975, p.122) define legitimacy as “the norms of acceptable behaviour in the larger social system”; in institutional theory Meyer and Rowan (1977) suggest legitimacy is based on adopting formal structures which are institutionalised in work activity; whilst Oliver (1991, p.160) simply defines legitimacy as conforming to “social fitness”. Despite broad and varying definitions, Suchman (1995) highlights that many scholars use the term legitimacy without actively defining it, and thus devises a broader based definition of legitimacy as “a generalized perception that the actions of an entity are desirable, proper, or

appropriate within some socially constructed system of norms, values, beliefs and definitions” (Suchman, *ibid*, p.574), this perhaps being the most common definition used throughout subsequent works (Deephouse et al., 2017). Similar perspectives consider that legitimacy is recognised by those who are part of the organisation as an “endorsement of an organisation by social actors” (Deephouse, 1996, p.1025), and as a “social judgement of appropriateness, acceptance, and/or desirability” (Zimmerman and Zeitz, 2002, p.416). In addition to definitions of legitimacy, the concept has been divided into core forms, such as regulative legitimacy (alignment with rules and laws), normative legitimacy (alignment with cultural norms and values), and cognitive legitimacy (alignment with dominant ideas and beliefs) (Deephouse et al., 2017). Various legitimacy frameworks and typologies also exist (e.g. Oliver, 1990; Suchman, 1995; Kraatz and Block, 2008; Scherer et al., 2013). According to a number of these frameworks, legitimacy comprises the aforementioned three core forms. Additionally, authors such as Suchman (1995, p.579) have further stated the case for other forms, such as moral legitimacy, notably similar to the dimension of normative legitimacy reflecting “a positive normative evaluation of the organization and its activities” and pragmatic legitimacy which “rests on self-interested calculations of an organization’s most immediate audiences” (Suchman, *ibid*, p.578-579). Overall, scholars have focused on legitimacy through various perspectives, and definitions of legitimacy in extant literature are varied¹⁶.

2.5.1 Processes of legitimation and legitimation strategies

Whilst legitimacy can be positioned as part of an organisation as conferred by stakeholders, it is not to be confused with legitimation, which is more specific in underlining the process by which organisations can acquire, maintain, and defend legitimacy (e.g. Suchman, 1995; Scherer et al., 2013; Uberbacher, 2014). It is often referred to as the overall management of legitimacy, and such processes are often bundled into the term “legitimacy management” (e.g. Suchman, 1995, p.572). The concept of legitimacy or legitimation strategies¹⁷ is also common terminology representing specific means of managing legitimacy, referring more explicitly to

¹⁶ Exploring this literature in more depth is beyond the scope of this review.

¹⁷ Both terms are common in the literature on legitimacy and legitimation. For consistency, the term legitimation strategy or strategies is primarily used in this thesis.

legitimation (the increase, maintenance or repair of legitimacy) and how this process is achieved or attempted through a stream of action (Suchman, 1995; Vaara et al., 2006; Vaara, 2013). Studies on legitimation posit that organisations can actively and strategically manage their legitimacy through various means (e.g. Oliver, 1991; Suchman, 1995). Legitimation can thus be seen as being a substantive process in its own right. Indeed, literature has explored management of legitimacy in the form of legitimation processes or legitimation strategies in some depth, presenting legitimation as a context-dependent process of social construction (Suchman, 1995). There is a long history of literature establishing that organisations take steps to ensure their continued legitimacy, particularly in more strategy orientated work which has developed its own views on organisational agency and cultural embeddedness, and in turn led to one focus being on organisational-level legitimation strategies (Suchman, 1995). By contrast, institutional theory has to some degree disregarded individual agency (Hung and Whittington, 1997), and can be seen as having not focused on exploring different legitimation strategies in significant depth (e.g. Oliver, 1991; Suchman, 1995; Scherer et al., 2013). Suchman (1995, p.572) describes divergent views on agency and embeddedness as meaning the two aforementioned strategic and institutional groups tend to “talk past one another”. Other research has explored more symbolic aspects of legitimation, and a common empirical trend has been to interrogate how organisations engage in impression and symbolic management (e.g. Uberbacher, 2014) and how organisations or specific stakeholders such as top managers attempt to use rhetoric to gain legitimacy for their actions and directions (e.g. Whittington et al., 2016).

Specific frameworks are varied in their explication of explaining legitimation as a process. The literature demonstrates that institutional theory provides much of the theoretical foundation regarding legitimacy (e.g. Meyer and Rowan, 1977; Deephouse, 1996). More generally, and in relation to legitimation strategies it also offers much depth, including the concept of isomorphism (e.g. Deephouse; *ibid*). Isomorphism posits that there are similarities in the processes, forms, structures and practices of organisations that are similar to others in their environment, be it the result of imitation or independent development under similar constraints (Deephouse, 1996; Hasmath and Hsu, 2014). Also in the institutional theory strand of legitimacy literature, Meyer and Rowan (1977, p.357) outline ‘decoupling’ as a legitimation strategy, which

demonstrates the separating of structure from one another and from current activities, and “enables organizations to maintain standardized, legitimating, formal structures while their activities vary in response to practical consideration”. The above examples briefly offer some insight to legitimacy in relation to institutional theory, which as noted previously has broadly been noted as ignoring individual agency (Hung and Whittington, 1997) and that organisations and their stakeholders have an ability to actively manage their contexts. Early legitimation strategy frameworks focusing on resource dependency, such as the work of Dowling and Pfeffer (1975, p.126), emphasise that legitimacy “is determined by the method of operation and output as well as by the goals or domain of activity of the organization”, and can be managed through various legitimating behaviours such as contribution to charity, bringing political leaders onto the governing boards of organisations (co-optation), and through conforming to prevailing definitions of legitimacy in its environment or changing the very meaning of legitimacy so it can match current organisational activities. A further framework is that of Ashforth and Gibbs (1990), who draw on impression management as a means of outlining a number of strategies. The framework also offers an important distinction between concepts of organisations being able to gain, maintain, and defend their legitimacy, and it is implied that specific legitimacy action is likely to vary accordingly in line with whether gaining, maintaining or defending is the primary concern (Ashforth and Gibbs, *ibid*). Oliver (1991, p.145) meanwhile attempts to identify different “strategic responses” adopted by organisations in line with organisational pressures relating to conformity. Here it is suggested that legitimation strategies may range from acquiescence to manipulation, and is a clear attempt to move beyond conformity, and towards more strategic, and agency-centric views of legitimation. Oliver (*ibid*, p.151) proposes five types of strategic response to legitimacy demands, and notes that these “vary in active agency by the organization from passivity to increasing active resistance”, these being; acquiescence, compromise, avoidance, defiance, and manipulation. Like Ashforth and Gibbs (1990), Suchman (1995) also highlights differences in legitimacy concerns in line with specific focus on forms of legitimacy. It is here that a variation is highlighted regarding how legitimacy management strategies focus on different forms of legitimacy, namely pragmatic, moral and cognitive forms of legitimacy. Suchman (*ibid*) also attempts to apply agency to the legitimacy framework. Here the focus looks at a move from conformity to environment, to selecting the environment and manipulating the environment, for

example. Additionally, the notion of integrating as opposed to segregating demands is also mentioned, a consideration not highlighted in much of the legitimacy literature.

Although reviewing specific typologies and legitimation frameworks in extensive depth is beyond the scope of this thesis, it is evident that there exists a clear variance between legitimacy; a property of an organisation which is consulted with and by key stakeholders, and the process of legitimation; the actual process and practices of acquiring legitimacy (as potential outcome) between those at the top of organisations and other key stakeholders (Suchman, 1995)¹⁸.

2.5.2 Subjects, sources and internal and external dimensions of legitimacy

As briefly alluded, an important consideration in legitimacy has been who confers legitimacy and how (Deephouse and Suchman, 2008; Deephouse et al., 2017). There can exist numerous subjects of legitimacy, including organisational forms, structures, practices, governance mechanisms, categories, shareholders, and top management (Deephouse & Suchman, 2008; Deephouse et al., 2017). Deephouse and colleagues (ibid) suggest that the sources of legitimacy, on the other hand, are the internal and external stakeholders who observe organisations, and make certain evaluations relating to legitimacy. This can be both a conscious or subconscious action by evaluating organisations based on particular criteria or standards (Ruef and Scott, 1998; cited in Deephouse et al., 2017).

Building on the above, and referring to the work of Deephouse and Suchman (2008), across the theoretical domains in which legitimacy is an important consideration, the legitimacy of organisations more specifically often includes its form and identity, structure, policies, directions and concrete actions, products and services, but also considerations for its key stakeholders and personnel (Suchman, 1995; Deephouse and Suchman, 2008). Those who perceive legitimacy of organisations tend to be varied, but defined by stakeholders with “the capacity to mobilize and confront” the organisation (Deephouse and Suchman, 2008, p.54) about its desirability and

¹⁸ The definition of a legitimation strategy followed here is as a form of legitimation management that is purposive and calculated (Suchman, 1995).

appropriateness (Suchman, 1995). To Deephouse and Suchman (2008, p.54), the dimensions of legitimacy include “audiences who observe organizations and make legitimacy assessments”. Internal legitimacy therefore is approved by those internal stakeholders, such as employees, managers and senior executives. On the other hand, external legitimacy comes forth from those external stakeholders such as customers and investors (Deephouse and Suchman, 2008). Depending on the situation, it is likely that most organisations will require both internal and external legitimacy, as a means of successfully garnering support for their actions and suitability of operations (Suchman, 1995). Equally, in terms of specific stakeholders and legitimacy, leadership or the importance of the organisation’s leader has also been considered in legitimacy work, such as the experience of an organisation’s founder, CEO or top management team (e.g. Packalen, 2007; Whittington et al., 2016). To manage or gain legitimacy, managers may need to adopt processes of legitimation, or formulate specific legitimation strategies, especially in the eyes of key stakeholders, internally and externally. Thus, the above implies that some empirical work might perceivably focus more upon certain subjects, sources, or dimensions of legitimacy.

2.5.3 New forms of legitimation

In recent years, research has increasingly built on the core concepts of legitimation detailed above, and has begun to illuminate how new forms of legitimation are coming to fruition in line with advances in IT (e.g. Castello et al., 2016; Deephouse et al., 2017). Deephouse and colleagues (ibid, p.29) explain that “digital technology is also giving sources new ways to influence legitimacy” and that the importance of technologies such as social media are worth more explicit exploration in relation to their use in legitimation processes. Whilst the aforementioned examples in the OS literature go some way to explore forms of IT in relation to legitimacy as an outcome of openness in organisations (Gegenhuber and Dobusch, 2017; Luedicke et al., 2017), the work of Castello and colleagues (2016, p.402) has explored IT driven legitimation more explicitly in relation to legitimation processes and what they outline as “the networked strategy” for managing legitimacy. The networked strategy is characterised by co-construction of “cultural rules” over online platforms (Castello et al., ibid, p.423). Castello et al. (ibid, p.407) note that despite the use of digital technologies being a promising area in legitimacy, the literature remains sparse, and thus state that further

research is “needed to understand how corporations gain legitimacy through engagements” with types of IT, placing their emphasis on social media in particular. Therefore, this highlights a pertinent gap in which a focus on non-human actors, such as specific types of IT, could further advance how legitimation might be occurring in contemporary organisational contexts.

2.6 The Challenges of Managing Legitimacy in Pluralistic Contexts

The notion of pluralism in organisations increasing the complexity and, as has been explored, a need for legitimation is noted across the literature (e.g. Ashforth and Gibbs, 1990; Suchman, 1995; Deephouse and Suchman, 2008). The challenges of managing legitimacy in pluralistic contexts is also notable, though this has received less attention compared with legitimacy in organisations more generally (Kraatz and Block, 2008). It has, for example, been noted in pluralistic contexts that efforts by organisations to be legitimate with a particularly group of stakeholders may impact negatively on its legitimacy with other groups (Kraatz and Block, *ibid*). Stryker (2000, p. 209) posits that this narrows down to a “damned if you do, damned if you don’t” outlook in pluralistic contexts, as searching for legitimacy will likely produce unintended and undesired de-legitimation. As has been explored, much of the legitimacy management literature has focused on specific legitimation strategies, such strategies are, however, likely to be challenging when an organisation does not so plainly function in a single, clearly defined field, such as those characterised as being pluralistic in nature (Kraatz and Block, 2008; Scherer et al., 2013; Baumann-Pauly et al., 2016). For example, in their focus on multinational corporations (MNC’s) more specifically, Kostova and colleagues (2008, p.997) imply that traditional institutional frameworks for legitimacy are not sufficient considering MNC’s highlight a “condition of complexity not taken into account in previous work”. A further consideration is the notion of ambiguity in pluralistic contexts, where it is suggested that ambiguity can guide stakeholders towards a specific objective, enforcing its potential amidst competing viewpoints (Jarzabkowski et al., 2009a). Further, pluralism does not necessarily have to be perceived as a point of negativity, and instead inherent pluralism can be seen as being a means of offering organisations further strategic options (Kraatz and Block, 2008). One explicit example is that it can create more opportunities for organisations to have

clear strategic choice, and exercise such choice (Kraatz and Block, *ibid*; Pache and Santos, 2010). Thus, pluralism can be seen as a means of advancing the legitimacy literature away from the perspectives which have underpinned much of the discourse on legitimacy to date (Kraatz & Block, 2008).

2.6.1 Processes of legitimation and legitimation strategies in pluralistic contexts

Despite being plentiful, and having had much development and attention in the literature, the majority of the legitimacy frameworks and specific legitimation strategies also fail to consider pluralistic contexts explicitly. As Kraatz and Block (2008) imply, the potential challenge of legitimacy in pluralistic contexts remains to be explored in-depth by researchers. Whilst seminal works such as that by Suchman (1995, p.590) recognise pluralism broadly, including that organisations will “occasionally find themselves unable to operate in a single, coherent environment”, and that managers may need to “attempt to control conflicts”, these points are relatively undeveloped and relate more to segregation strategies (e.g. Meyer and Rowan, 1977) than directly including pluralism considerations into the main framework and legitimation strategies outlined through Suchman’s work.

However, emerging works are beginning to more explicitly emphasise specific legitimation strategies for how organisations might manage the divergent demands of key stakeholders (e.g. Palazzo and Scherer, 2006; Kraatz and Block, 2008; Scherer et al., 2013). For example, Kraatz and Block (2008, p.249) develop an alternative legitimacy framework which more explicitly details how organisations can begin to tackle challenges relating to “pluralistic legitimacy criteria”. Here, it is emphasised that a legitimation strategy in the specific context of pluralistic settings represents “strategic managerial action” and “emerge(s) more naturally from interaction of constituent groups” (Kraatz and Block, *ibid*, p.285). Indeed, the organisation must be able to answer the key question of “who are we?”, and there exists no reason to “predict that an organization cannot fulfil multiple purposes, embody multiple values (or logics), and successfully verify multiple institutionally-derived identities” (Kraatz and Block, *ibid*, p.261). Kraatz and Block outline four strategies for managing legitimacy demands amidst competing demands, although fall short of providing specific detail on how

these might be adopted by organisations, or used to study management of legitimacy in pluralistic contexts empirically. First, organisations might attempt to 'eliminate' pluralism, and this could be through marginalising or removing obligations that stakeholders intend to impose on them, or attempting to ignore their potential influence altogether. Second is to 'compartmentalise', meaning the organisation will relate independently to different stakeholder groups and their concerns and priorities and thus handle legitimacies separately. A third notion is to 'balance' competing demands, bring stakeholders into closer association, and attempt to manufacture cooperative solutions to the political and cultural tensions inherent in pluralistic contexts. Kraatz and Block note that such balancing is likely to come in the form of strategic managerial action, or could emerge naturally from interactions between stakeholders. For example, an internal balance might emerge and one stakeholder group might begin to realise the value or its mutual dependence upon another. The fourth and final strategy is for organisations to be able to 'form' identities of their own and adapt to become institutions in their own right. Dependent upon the extent that this is possible, legitimacy issues and competing demands may be alleviated, altered or eliminated completely (Kraatz and Block, *ibid*).

More common in the stream of research focusing on legitimacy frameworks in pluralistic contexts, has been focus around legitimacy strategies developed primarily from the works of Oliver (1991) and Suchman (1995). For example, Palazzo and Scherer (2006, p.77) have examined the need for legitimation strategies amidst "growing complexity of globalized social networks" and "pluralization of postindustrial societies". Here it is argued that in pluralistic contexts, there exist fundamental weaknesses in strategies which attempt to gain cognitive or pragmatic legitimacy (Suchman, 1995) and that "moral legitimacy becomes the decisive source of societal acceptance for corporations in an increasing number of situations" (Palazzo and Scherer, 2006, p.77). Pache & Santos (2010), alternatively, adopt the agency-centricity of Oliver's (1990) framework, which includes notions of compromise as a potential "organizational response" to competing demands, referring to this as "the attempt by organizations to achieve partial conformity with all institutional expectations through the mild alteration of the responses, or through a combination of the two" (Pache and Santos, 2010, p.462). Other strategies or responses detailed by Pache and Santos (*ibid*, p.462-463) includes acquiescence; "organizations' adoption of

arrangements required by external institutional constituents”, and avoidance; “the attempt by organizations to preclude the necessity to conform to institutional pressures or to circumvent the conditions that make this conformity necessary”. Further, there are the responses of defiance; “the explicit rejection of at least one of the institutional demands in an attempt to actively remove the source of contradiction”, and manipulation; “the active attempt to alter the content of institutional requirements and to influence their promoters”. Like Oliver (1991), Pache and Santos (2010, p.463) also break these legitimation strategies down into response “tactics” to further clarify how organisations might use these when faced with conflicting demands.

Studies have also focused upon a grouping of three main, agency-intensive legitimacy strategies for legitimation in pluralistic contexts, namely: manipulation, adaptation, and argumentation (or moral reasoning). For example, Scherer and colleagues (2013, p.259) explore the management of legitimacy in “complex and heterogeneous environments”, and build on the work of Suchman (1995) to posit that there exists three perceivable and logical legitimation strategies that can be used to respond to organisational demands. First is manipulation, which positions that organisations can actively influence social expectations by persuading or manipulating the perceptions of key stakeholders in their environment. Second is adaptation, through which organisations can change their organisational practices and explicitly adapt to societal expectations to maintain legitimacy. Third is moral reasoning, which builds upon a process of deliberation, and denotes that organisations can engage in open discourse with stakeholders in order to argue and negotiate the acceptability of its status quo and behaviour. Baumann-Pauly and colleagues (2016) also adapt these three strategies by grouping the literature on legitimation (Oliver, 1991; Suchman, 1995) and, similar to Scherer et al. (2013), highlight manipulation, adaptation and argumentation as logical means of conceptualising legitimation strategies amidst competing organisational demands. Here the authors argue that these different strategies can also be used over time in response to the “incompatible expectations of various audiences” (Baumann-Pauly et al., 2016, p.31). Castello and colleagues (2016), whilst also drawing on manipulation, adaptation and moral reasoning as dominant strategies in environments dictated by conflicting stakeholder expectations, question how engagement with social media might be used to manage legitimacy in organisations, resonating closely with perceived new forms of legitimacy through

contemporary technologies (Deephouse et al., 2017). Here it is argued that legitimacy can be “gained through participation in non-hierarchical open platforms and the co-construction of agendas”, and that certain transitions are needed for organisations to be able to yield such an approach to legitimacy (Castello et al., 2016, p.402). Particularly, through what Castello et al. (ibid) call the ‘networked’ legitimacy strategy, organisations can perceivably manage and gain legitimacy through reducing control over the engagements and relate non-hierarchically with key stakeholders. In concluding, the authors compare the dynamics of the networked strategy against the aforementioned strategies of manipulation, adaptation and moral reasoning. It is emphasised that the networked approach is similar in nature to a strategy which prioritises discussion and deliberation, whilst more clearly emphasising differences in control and hierarchy to typical means of argumentation, particularly as social media affords that “engagements are no longer defined hierarchically by the firm but are open to participation by multiple publics” (Castello et al., ibid, p.422).

Thus, authors have made significant progress in recent years to develop legitimisation strategies that are more specific to pluralistic contexts, in response to critique of more traditional legitimisation frameworks in the institutional theory literature. However, these strategies are still comparatively sparse, but demonstrate a promising development.

2.6.2 Hybridisation of legitimisation strategies and the locus of control

Many of the works which have more explicitly considered legitimisation in pluralistic contexts, have also emphasised that it is possible for organisations to “capture hybrid forms” of legitimisation strategies (Scherer et al., 2013; Baumann-Pauly et al., 2016, p.46; Castello et al., 2016). For example, Scherer and colleagues (2013, p.261) highlight the possibility of combining legitimisation strategies to manage different legitimacy demands, which they call the “paradox approach”. However, this has yet to be explored consistently or in any considerable depth in the literature. Here the authors outline potential combinations of strategies of manipulation, adaptation and moral reasoning (e.g. Oliver, 1991; Suchman, 1995; Pache and Santos, 2010), declaring that the key differences between strategies of legitimacy is related to assumptions about the “locus of control”. For example, while manipulation positions that an

organisation can influence how stakeholders perceive its legitimacy, adaptation assumes the organisation is subject to the “control of surrounding institutional pressures and routines”. Moral reasoning alternatively suggests that legitimacy “results from the discourses that connect organizations with their environment” (Scherer et al., 2013, p.264). Thus, Scherer and colleagues (ibid, p.264) question whether legitimation strategies such as these should be viewed as mutually exclusive, or whether they could, or should, be seen as being able to be combined, stating this has “yet to be resolved”. The paradox approach attempts to combine all three of their mentioned legitimation strategies, and the authors argue this as the best approach when faced with competing demands, whilst being demanding and requiring a capacity to handle inherent contradictions between the different legitimation strategies. Castello and Colleagues (2016) have also suggested a similar hybridisation of legitimation strategies, also including their networked strategy as a further possible organisational response. Here it is suggested that dynamics of the legitimation process might move from typical control in the firm through manipulation of stakeholders, to more clearly defined strategies of deliberation, perhaps to the degree of non-hierarchical and platform-controlled discussions through social media. Whilst this has offered a promising avenue in legitimation literature, Baumann-Pauly and colleagues (2016, p.43) note that hybrid legitimation strategies pose potential risks for organisations, such as stakeholders perceiving the motives of the organisation as “disingenuous”. Thus, organisations may lose credibility and rhetoric may be less effective, meaning employing hybrid legitimation strategies may therefore not be an “instrumental tactic”. Considering the strategies of manipulation, adaptation and argumentation (Suchman, 1995), Baumann-Pauly et al. (2016) suggest that organisations might use hybridised strategies when resources are scarce. Thus, the organisation cannot adopt to all stakeholder demands and they may need to manipulate some audiences in their favour until resources are available to adapt to demands, or equally fully engage with them (argumentation) where possible.

Ultimately, this demonstrates an increased interest in the potential for legitimacy management to be seen as less static, and instead use of multiple strategies might be considered as a more dynamic and flexible means of legitimation in organisations.

2.7 Chapter Summary and Outlining of Research Gap

This chapter has primarily reviewed the OS literature, and further explored links in literature on pluralistic contexts and legitimacy. Here the review moves to summarise these works more explicitly in relation to a gap in the literature.

2.7.1 The research gap

A core use and implication of OS is the notion of organisations being able to understand and implement a proper and desirable direction, in the opinion of their key stakeholders (e.g. Whittington et al., 2011; Tavakoli et al., 2017). Whilst authors in the OS literature have, to a degree, linked legitimacy as an outcome of open strategising activity more explicitly (Whittington et al., 2016; Gegenhuber and Dobusch, 2017), there have been no detailed accounts which specifically demonstrate how OS aids management of legitimacy. Further, although a small number of extant studies have highlighted legitimacy as a potential implication of open strategising (Gegenhuber and Dobusch, *ibid*; Luedicke et al., 2017), they have not explored this link in depth, or related this back to specific legitimisation processes or strategies to detail how such legitimacy occurs through dynamics of openness in strategy work. In contrast, recent work by Castello and colleagues (2016) has outlined the concept of the ‘networked legitimisation strategy’, which introduces the concept of non-hierarchical, open digital technologies being used to legitimise sustainable development agendas, but does little to explore participation and transparency in strategy processes in relation to legitimisation strategies and legitimisation as a process. Thus, there is a scope and need to combine these developments in literature, to understand *how* an OS approach represents a means of managing legitimacy, and can be utilised as a process of legitimisation. This also resonates with legitimisation being an increasingly common theme in strategy literature more generally (e.g. Suchman, 1995), including interest in how legitimisation occurs as a process, especially through specific legitimisation strategies (e.g. Suchman, 1995; Kraatz and Block, 2008; Scherer et al., 2013; Baumann-Pauly et al., 2016).

Another connection in the literature emphasises OS in different contexts, and how this might vary how openness in strategy occurs. However, this has been limited in relation

to pluralistic contexts, which offer an interesting dynamic (Lusiani and Langley, 2013) particularly in terms of divergent objectives and multiple powerful stakeholders or diffused power (Denis et al., 2001; 2007; Kraatz and Block, 2008). In line with the context of the case study used for this research, Lusiani and Langley (2013, p.3) highlight that:

“Openness is also a common characteristic associated with public and non-profit organizations...where strategic planning processes are often intended to generate commitment from internal groups as well as to acquire legitimacy from external stakeholders such as regulators, government bodies and funders”
(Lusiani and Langley, 2013, p.3).

It was also established through this review that the legitimacy literature had begun to explicate the need for such theories to consider pluralistic contexts, where divergent objectives and diffused power are prevalent, and thus competing demands need to be considered in legitimation processes. However, the legitimacy literature has paid openness scant attention, whilst few notable exceptions exist where aforementioned new forms of legitimation are beginning to emerge (Deephouse et al., 2017). Thus, this offers an interesting avenue for new research to build in line with the intersection between IT and analogue practices of strategising and legitimation more generally (Deephouse et al., *ibid*).

The main gap identified in the literature lies at the nexus of the above points. To summarise, legitimacy is core to the very notion of openness in strategy and has been highlighted as a potential implication or outcome of OS, but it has not been specified *how* OS might be used in a process of legitimation, relating to specific management of legitimacy. OS as a legitimation process, and the widely-recognised use of IT in enabling OS, resonates closely with more recent literature regarding interest and significance of the role of IT in legitimation. Equally, considering the context of the case study in this thesis, there is also crossover between OS literature and legitimacy literature in considering different contexts, including pluralistic contexts. Relating back to the figure at the beginning of this chapter (*Figure 2.1*), the research gap has been developed from the three main areas reviewed in this chapter. It is positioned that exploring OS as a process of legitimation in pluralistic contexts is an important yet unexplored area and thus deserves further attention as an avenue for empirical

research. It offers a natural 'next step' for building on legitimacy as an outcome in OS literature, whilst contributing to legitimacy in pluralistic contexts characterised by competing demands of stakeholders, and interest in potential new forms of legitimation.

Whilst the research gap has been outlined here, the following chapter introduces the theoretical background and literature on SaP and AT more specifically. It also brings together the work in this thesis so far to develop a conceptual framework. It is at this point, with theoretical considerations explored, that the research aims and questions are presented.

3. Theoretical Background and Development of a Conceptual Framework

3.1 Introduction

The previous review of literature chapter, particularly through the outlined gap in literature, indicated that there exists a significant opportunity to expand on previous works and explore highlighted connections between OS and legitimacy. In particular, there is scope to go beyond previous evidence that legitimacy is an implication of OS, and for this research to explore how an OS approach can represent a process of legitimation. In terms of organisational context, there is also scope to explore strategising in pluralistic contexts more explicitly, and how OS might be a tool for legitimacy amidst competing strategic demands. The main objective of this chapter is to outline an appropriate theoretical lens through which the study will be explored. Here the practice turn in social theory and the SaP¹⁹ perspectives are outlined, and the broad context of AT, an umbrella term for multiple generations of eclectic social sciences theories, are briefly reviewed. These two literatures are then combined, and a specific SaP AT lens is introduced. This ‘activity-based view’ (Jarzabkowski, 2005; 2010), adopted for strategy studies, has been chosen as the main analytical lens for this research. The theoretical background, and extant literature reviewed in chapter two, are then built upon as an appropriate starting point to develop the conceptual framework for this study. More specifically, a conceptual framework for studying OS as a legitimation process in pluralistic contexts is outlined. The main research aims and questions are presented as a conclusion to this chapter. The methodological considerations follow in chapter four to build on the work here, and provide more specific detail regarding philosophical assumptions, research design, and stages of data analysis.

3.2 Theoretical Background

Research theory, or a specific theoretical lens, is consistent with the guiding assumptions of the main topic being studied (Guba and Lincoln, 1994; Gray, 2014) and is thus an important consideration in empirical work. The focus here of OS as a legitimation process in pluralistic contexts means that two main demands are required from the theoretical lens chosen. The theoretical lens must first be able to guide the

¹⁹ The Strategy as Practice approach was briefly introduced in chapter one and chapter two, section 2.2, and is explored in more detail here.

collection of data to demonstrate the various practices used for OS, and how actors draw upon such practices to openly strategise towards strategic outcomes. Second, it must also be able to conceptualise OS as a process of legitimation, and thus it should be suited to highlighting “how things evolve over time and why they evolve this way” (Langley, 1999, p. 692).

3.2.1 The Practice Turn in Social Theory

The practice turn in social theory has been gaining momentum since the 1980’s (Schatzki, 2001; Whittington, 2006). Here the aim has generally been to overcome social theory’s dualism between individualism and societism (Schatzki, 2001). As such, it has been observed that individualism has focused too much on individual human actors whilst overlooking macro phenomena, and societism has been “over-impressed” by large social forces, ignoring the micro. Thus, practice theorists have sought alternative mechanisms to examine people and their actions embedded in specific contexts and they therefore aim to “respect both the efforts of individual actors and the workings of the social” (Whittington, 2006, p.614). The practice turn has been addressed by researchers drawing on a range of social theory and philosophy which includes theorists who each differ their detail on said theory, including Bourdieu (e.g. 1977), Certeau (e.g. 1984), Foucault (e.g. 1972) and Giddens (e.g. 1979) in order to explain practice phenomena (Whittington, 2006).

3.2.2 Strategy as Practice as an Appropriate Theoretical Starting Point

Following on from the strategic management perspectives reviewed in chapter two, the literature reviewed thus far leads to an emerging perspective of strategy which has gained increasing recognition over the past decade, widely referred to as SaP. The relevance of SaP is due to its primary focus in recent years in strategy research regarding what strategic actors do (Chia and Holt, 2006; Whittington, 2006). Here, this is used to provide an overview to the nature of the practice focus, and how this is relevant to exploring meaning and use of OS in organisations, because of the inclusion and actions of a wider range of participants in strategy processes. In relation to the literature on managing legitimacy, SaP and institutional theory also have several

natural points of connection, particularly through their complementary focus on what strategy actors actually do, and their shared cognitions (Johnson et al., 2007; Golden-Biddle and Azuma, 2010; Suddaby et al., 2013; Smets et al., 2015). To Smets and colleagues, use of a practice lens also compliments dominant structural approaches in much of the institutional theory literature and provides a more complete and dynamic understanding of how individuals balance competing demands within their organisational structures (Smets et al., 2015, p.937):

“The practice perspective thus moves us beyond relatively static conceptualizations that reify institutional complexity as a fixed constellation of logics. It provides the conceptual toolkit for developing a more dynamic understanding of how individuals experience institutional complexity, and encourages us to look at those processes by which actors flexibly balance competing logics in light of the volatility of institutional demands and the exigencies of a particular situation” (Smets et al., 2015, p. 937).

Thus, here a practice lens can be particularly useful in putting at the forefront the practices and dynamics of (open) strategising by individuals which can aid an organisation in managing conflicting demands.

3.2.2.1 Origins and overview of strategy as practice

The practice approach to strategy “draws on many of the insights of the process school, but returns to the managerial level, concerned with how strategists ‘strategize’” (Whittington, 1996, p.732). Since this seminal propositioning of SaP by Whittington (ibid), the practice perspective in strategy research has become increasingly prevalent. As Whittington (ibid) alludes, the practice approach has been outlined as building on the process school of strategy research, and as Samra-Fredericks (2003, p.142) notes in work on “strategists at work”, this type of closer investigation on what strategy workers do “adds further texture to the processual perspective”. Whilst Johnson and colleagues (2003, p.10-13) seemingly praise the contribution of the process approach to strategy, especially in opening “the black box of the organization”, they also note several limitations existent in process research which have ultimately worked towards starting what is now established as the SaP domain. Bringing together the brief review of strategy perspectives in chapter two, and the SaP domain, is thus

an important consideration here. The relationships between SaP and earlier strategy perspectives form a relatively common theme and point of discussion in early SaP literature. Jarzabkowski (2005, p.3), for example, underlines that SaP work is “not the first research agenda to break through the economics-based dominance over strategy research”, similarly noting that perhaps the most important and dominant is the link to the process perspective of strategy. Jarzabkowski (ibid) speculates that process research made important steps forward in human aspects of strategy research and aiding the development of more ‘dynamic’ theories, but had weaknesses in lacking explicit attention to what managers do, stemming from still being more focused on organisational-levels of analysis. Whittington (1996) similarly links some origins of the practice perspective of strategy back to the earlier discussed processual view, noting that it draws on the process school, with more focus on the managerial level and how strategists ‘do’ strategy. More recently, Vaara and Whittington (2012, p.320) have summarised the difference between SaP and the process approach, stating that:

“the classic process perspective has emphasized managerial agency in the form of individual managers or teams, whereas SaP is increasingly focusing on the structuring role of organisational and wider social practices. Similarly, SaP is less concerned with economic performance, embracing other outcomes such as practitioners’ performance of their roles or the influence of particular practices or generic sets of actors” (Whittington and Vaara, 2012, p.320).

The relationship between the SaP agenda and the resource-based view is also worth mention, not least for its focus on internal assets such as organisational culture, knowledge and the general ‘know-how’ of actors. Jarzabkowski (2005, p.6-7) describes the resource-based view in relation to practice as “(it) addresses some of the concerns of the practice field by attempting to reinstate actors and unique or situated action into strategy research”. Further, Johnson and colleagues (2003, p.6) believe that the micro perspective of SaP research is a natural way to build on work achieved in the resource-based view arena, and a clearer focus on people and associated knowledge in the doing of strategy practitioners. Ultimately, it is demonstrable that the practice approach has developed to address perceived shortcomings or theoretical blindness in the development of dominant views of strategy scholarship (see *Table 2.1*).

Whittington (2006, p.614) links the origins and rise of SaP as fitting with the aforementioned “practice turn” in social theory (e.g. Schatzki et al. 2001) dating back to the 1980’s. There have been numerous disciplines which have been impacted by this practice turn, including learning and knowing, management, change, technology and decision-making; amongst various others (Kappler, 2007). Kappler (ibid) reviews this activity as generally indicating a greater emphasis by management disciplines on the activity of people. Chia and Holt (2006, p.637) link practice with strategy by affirming that “practice is seen as something that firstly can be chosen and aligned through some form of deliberate weighting on the part of a strategist...and secondly, can be observed and classified by a researcher in terms of its output”. This increasing interest of the more human actions and practices in the social sciences and in organisational and management literature has led to a concentration of such practices in strategy literature (Schatzki et al., 2001). Jarzabkowski and colleagues (2007, p.6) acknowledge that the discipline of strategy seems to have lost touch with the human being, and therefore a re-focus is needed through research which investigates more closely the “actions and interactions of the strategy practitioner”. Jarzabkowski et al. (ibid) also articulate that SaP forms part of a broader need to humanise management and organisational research. Thus, this has meant the SaP domain has been characterised as European in nature and geographical distinction, due to it being perceivably a critique of orthodox, primarily North-American strategy scholarship, and an alternative perspective of the classical positivist economic assumptions underlying the vast majority of strategy research (Carter et al., 2008, p.83-84). Carter and colleagues (ibid, p.84) further label this practice approach as exploring the “nitty-gritty of strategy formation”.

In sum, authors have summarised that strategy is something that organisations ‘have’, when a stronger focus is needed to view what strategy practitioners or strategists ‘do’ (e.g. Whittington, 1996; Johnson et al., 2003; Jarzabkowski, 2005). The term *strategising* is frequently used by scholars (e.g. Johnson et al., 2003; Jarzabkowski et al., 2007; Vaara and Whittington, 2012) to describe this ‘doing of strategy’. Jarzabkowski et al. (2007, p.7-8) further articulate that in the context of SaP, strategy can be “conceptualized as a situated, socially accomplished activity”, whilst strategising is more specifically “the construction of this flow of activity through the actions and interactions of multiple actors and the practices that they draw upon”.

Whittington (1996, p.734) explains that “the focus of strategy research needs to become less exclusively concerned with company performance, more with the performance of the strategists themselves”. Ultimately, it is concluded that there is a clear need to understand more about what strategists do, and this needs to be reflected in the teaching of strategy at all levels, rather than the wider focus of how organisations ‘do strategy’. Whittington (ibid, p.733) also expresses that “how strategists perform in all the various activities of strategizing depends also upon craft skills that are more or less tacit and local”. Whittington also presents an illustrative example of the shift in direction for practitioners, teachers and researchers triggered by the SaP perspective, and this emphasises that “the practice perspective on strategy shifts concern from the core competence of the corporation to the practical competence of the manager as strategist” (Whittington, ibid, p.732-733). In relation to OS, as a relatively recent development in strategy research, there is an inherent need to understand how people undertake it and the SaP perspective offers a logical route to do so through its focus on praxis, practices and practitioners in strategy work.

3.2.2.2 The ‘Three P’s’ of strategy as practice research

A consensus exists in SaP literature regarding three core areas, or ‘focal points’ (Jarzabkowski et al., 2007, p.5), and Whittington (2006, p.618) expresses that there are “three core themes of the practice perspective generally”, these being; praxis, practices and practitioners. Similarly, an example from Vaara and Whittington (2012, p.285) expands on this, emphasising that SaP research “has provided important insights into the tools and methods of strategy-making (practices), how strategy work takes place (praxis), and the role and identity of the actors involved (practitioners)”. Each of these three elements also comprises a different analytic choice and way into the study of SaP (Jarzabkowski, 2005). The work of Reckwitz (2002) is particularly relevant here, in relation to the theory of social practices, which helps define each of these diverse elements further (Whittington, 2006; Jarzabkowski et al., 2007).

Praxis (or in some literature referred to as ‘practice’²⁰, but not to be confused with ‘practices’) is, to Reckwitz (2002, p.249), “an emphatic term to describe the whole of human actions”. Praxis is further detailed by Jarzabkowski et al. (2007, p.5) as being

²⁰ The term praxis is mostly commonly used in the SaP literature, and thus is used in this thesis.

the “interconnection between the actions of different, dispersed individuals and groups and those socially, politically, and economically embedded institutions within which individuals act and to which they contribute”. To Paroutis et al. (2013, p.12) praxis simply “refers to the activity comprising the work of strategising”, and Paroutis and colleagues base their reference to activity on the definition from Johnson et al. (2003, p.15; cited in Paroutis, 2013, p.12); that activities are “the day to day stuff of management. It is what managers do and what they manage”. Hence, praxis is perceived as a useful construct for representing the ongoing occurrence of strategic activity over time. Practices are defined by Reckwitz (2002, p.249) as; “routinized types of behaviour which consist of several elements, interconnected to one another: forms of bodily activities, forms of mental activities, ‘things’ and their use, a background knowledge in the form of understanding, know-how, states of emotion and motivational knowledge”. Jarzabkowski et al. (2007) explain that these practices are linked to ‘doing’ because they provide such resources as behavioural, cognitive, procedural, discursive and physical through which numerous actors can interact in the accomplishment of collective tasks. Additionally, Jarzabkowski and colleagues (ibid) add context that the practices element of SaP refers both to the doings of the individual human beings (micro) and to the different socially defined practices (macro) that the individuals are drawing upon in doing these things. Practitioners are to Reckwitz (2002, p.250) “the carrier of a practice – and, in fact, of many different practices”. Whittington (2006, p.619) describes practitioners in direct relation to strategy practice as “strategy’s actors, the strategists who both perform this activity and carry its practices”. Paroutis et al. (2013, p.11) relate practitioners back to the notion of strategising, and offer useful insight to who these practitioners might include, denoting that practitioners “are the actors of strategizing, including managers, consultants and specialized internal change agents”. In the context of OS, the three p’s are significant as a means of anticipating how, through notions of inclusion and transparency, strategy work is altered by openness.

There have been notable attempts at conceptualising the three p’s (praxis, practices and practitioners) in a framework to represent SaP work, building on the outlining of the practice perspective for strategy in the 1990’s (Whittington, 1996). Additionally, several key questions are outlined, which are described as “important theoretically in establishing the conceptual orientation of any piece of research, practically for

informing different aspects of strategy practice, and analytically for defining the level and unit of analysis for empirical research” (Jarzabkowski et al., 2007, p.7). These questions ponder; “What is strategy?”, “Who is a strategist?”, “What do strategists do?”, “What does an analysis of strategists and their doings explain?”, and “How can existing organisation and social theory inform an analysis of Strategy as Practice?” (Jarzabkowski et al., *ibid*, p.7). In the context of this study, these questions are relevant for understanding the nature of OS and the practitioners and practices that underpin its use in the case context being explored. More recently, Paroutis and colleagues (2013, p.6) have implied that in spite of significant attention in SaP work, some of these questions are still neglected in comparison to other strategy research. Seidl and Whittington (2014, p.1407) have called for the need to “enlarge” the SaP research agenda, and to build on current literature “through more effective linking of ‘local’ strategizing with ‘larger’ social phenomena”. They indicate that a larger scope will offer more exciting progress in the SaP field, with inclusion of a wider range of sites and actors. In a similar vein, Whittington (2015, p.13) has explored “the massification of strategy”, outlining a need for recognising material artefacts in strategy work, particularly in relation to implications of “mass production” of artefacts used in strategy (such as non-human actors, including computers), and means of enabling strategic “mass participation” (e.g. through social media platforms). This also explicitly links growing research agendas in the SaP domain to aspects of IT-enabledness and inclusiveness in the OS literature. Jarzabkowski and colleagues (2007, p.10-11) follow the above-mentioned questions with a conceptualisation of praxis, practices and practitioners, which attempts to highlight that the three p’s as concepts “are discrete but interconnected, so that it is not possible to study one without also drawing on aspects of the others”. In the conceptualisation (shown in *Figure 3.1*) strategising sits at the ‘nexus’ of praxis, practices and practitioners, and whilst any research will bring in aspects of the three, there is likely to be a dominant focus, demonstrated by areas A, B and C.

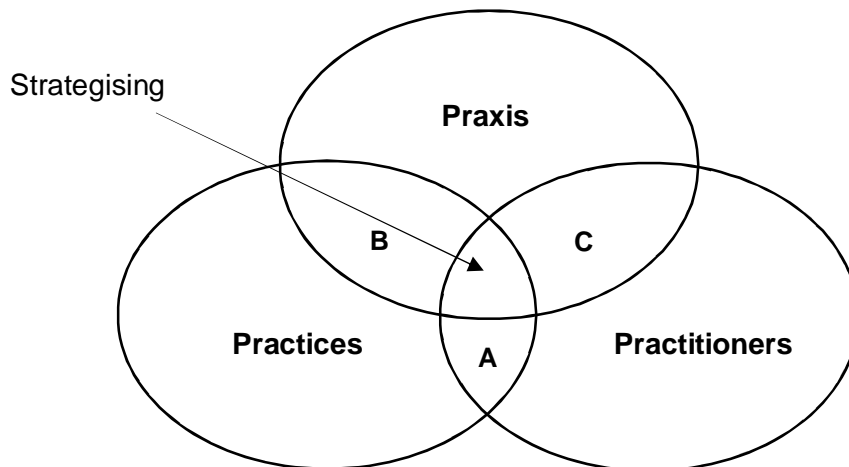


Figure 3.1: A conceptual framework for analysing strategy as practice (adapted from Jarzabkowski et al., 2007, p.11)

Thus, such conceptualisations have been useful in guiding empirical SaP work, and guiding studies to consider where a dominant focus might be positioned in relation to praxis, practices and practitioners through strategising.

3.2.2.3 Strategy as practice and information systems research

With the overarching focus and emphasis on the importance of IT in the OS literature, a link between SaP and information systems research is also relevant here. In particular, an agenda has emerged suggesting research connections between SaP and information systems strategy (IS strategy) researchers (Whittington, 2014; Peppard et al., 2014). Wilson (1989, p.246) briefly defines that IS strategy:

“Brings together the business aims of the company, an understanding of the information needed to support those aims, and the implementation of computer systems to provide that information. It is a plan for the development of systems towards some future vision of the role of information systems in the organisation” (Wilson, 1989, p.246).

Galliers (2011) believes that increasingly IS strategy and business strategy will become interlinked, due to the likelihood that organisational processes and strategies are unlikely to be without a digital or technological component. This builds on the view of Sambamurthy et al. (2003) that businesses and organisations use digital platforms to ensure strategy is future proofed. Information systems have become an important

asset to organisations, and have increasingly become a potential source of competitive advantage with digital technologies being important for the interlink of systems and strategy (Galliers, 2011). Peppard and colleagues (2014, p.2-3) have outlined a substantive research agenda which seeks to focus on the people involved with the IS discipline such as “the technê and phronēsis of IS professionals, managers, executives and consultants”. They stress that although there have been calls for such research in the past, “this advice has fallen on deaf ears”. An overview of the research indicates that much literature in the field focuses on “the techniques; tools; frameworks, and methodologies of IS strategy” whereas the micro processes related to IS strategy are less common, with only a small selection of the research considering “IS strategy as a social process”. This demonstrates an explicit link with the core aim of SaP research, in attempting to interrogate further understanding of the day-to-day activities, contexts and processes which are relevant to strategy, strategy practitioners and strategic outcomes. As Peppard et al. (ibid, p.1) express in the context of IS strategy research, “people and knowledge that make a difference in practice are, or at least should be, central to research endeavours”. Whittington (2014, p.87-90), who similarly outlined an agenda for research between the IS strategy and SaP fields, agrees that a joint agenda makes sense due to their “natural synergy”, describing the attempt to establish a link as “not a big stretch”. Whittington (ibid) also links the two fields according to IS strategy themes and the SaP focus on praxis, practices and practitioners, helping to illustrate an example agenda and a possible guide for future research endeavours between the two fields.

Building on the agenda in the same journal issue, Arvidsson et al. (2014) consider the SaP perspective as being an opportunity for IS strategy research to develop a multi-dimensional view of the field. Peppard et al. (2014, p.5) also express the methodological considerations of this type of research, stressing the need to delve into organisations to gain a better understanding of the micro processes involved with IS strategy, expressing that in order to understand micro processes and practices linked to IS strategy work, researchers will have to get their “hands dirty”. Peppard and colleagues (ibid) propose that methodological considerations such as adoption of ethnography, grounded theory and action research should take preference in such work over more common quantitative endeavours, as exploring micro processes requires deep immersion, and longitudinal studies in organisations. This potential link

between SaP and IS strategy will thus be interesting to monitor to see if the recommendations set in the joint research agendas are developed further, and come to adopt a more rounded consideration of openness and IT in the synergy between the two fields (Whittington, 2014).

Thus, the SaP domain reviewed here, and its increasing joining with the information systems field, unlocks the potential for consideration of new forms of praxis, and practices in strategising. Further, it introduces potential for how these new forms of strategising might involve various organisational stakeholders, and moves from strategy being something organisational leaders formulated (e.g. Chandler 1962; Porter 1980), to something that almost anyone may do (e.g. Jarzabkowski et al. 2007; Doz and Kosonen, 2008; Whittington et al., 2011).

3.2.3 Activity Theory as an Analytical lens

An interpretation of activity theory (AT) or “cultural-historical theory of activity” (Engeström, 1999) forms the main analytical lens for this study. Although the lens used will be one specific to strategy and SaP work, it is important to review core characteristics and applications of AT more broadly²¹. AT has been used as a framework to understand the interaction between different strategic stakeholders (Johnson et al., 2003). To Yamagata-Lynch and Smaldino (2007), AT is noted as an interdisciplinary framework, taking influence from psychology, philosophy and organisational work to study the interactivities of humans with their social and cultural environments. There exist three generations of AT which have guided research over a number of decades.

3.2.3.1 Three generations of activity theory

The conceptual basis of AT derives from the early work of Vygotsky in the early 1920s, and Leontiev in the 1930s (Yamagata-Lynch, 2010). Vygotsky, incorporating Marxist philosophical principles (particularly regarding collective exchanges and material production), highlighted the importance of human actions and use of language in a

²¹ Activity theory is complex, with extensive applications and conceptualisations. Therefore, a detailed review is beyond the scope of this thesis.

conceptualisation of AT, which brings together three main components; mediating artefact (or tools), subject, and object (*Figure 3.2*) (Yamagata-Lynch, 2010).

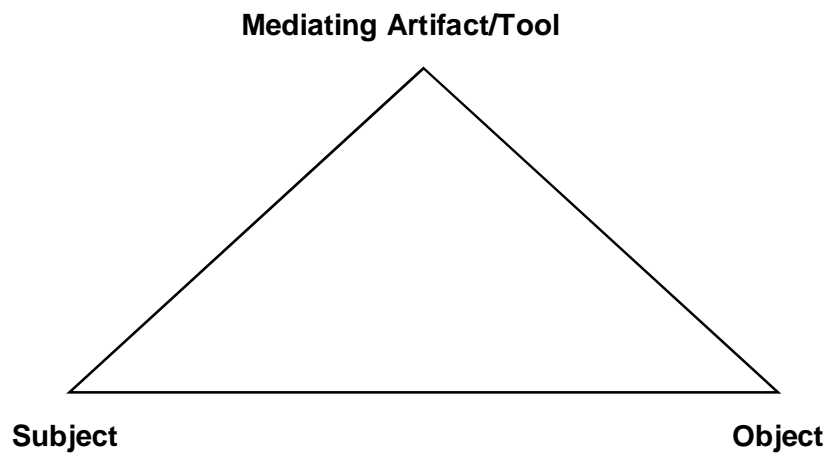


Figure 3.2: Vygotsky's basic mediated action triangle (adapted from Yamagata-Lynch, 2010, p.17)

This has been widely referred to as first generation AT (Engeström, 1996; Yamagata-Lynch, 2010). Leontiev has been credited with the second generation of AT, which has emphasised the collective nature of human activity (Engeström, 1996; Yamagata-Lynch, 2010). This is more closely comparable to AT as it is known and used by researchers today when compared to early works of Vygotsky, and Leontiev expanded the theoretical view to consider interactivities between individuals as a means of understanding shared activities (Yamagata-Lynch and Smaldino, 2007). In particular, Leontiev identified object-oriented activity as the unit of analysis that activity scholars are seeking to examine, and the definition of activity focused in Leontiev's work allowed "researchers to explain human learning as series of object-orientated activities and move away from mentalist approaches" (Yamagata-Lynch, 2010, p.22). More recently, it is Engeström who has been credited with significantly advancing AT, and has produced several seminal works (e.g. Engeström, 1987; 1999). Engeström's (1987) early work helped to further develop the second generation of AT, particularly in relation to conceptualising an activity systems model (*Figure 3.3*) (Yagamata-Lynch, 2010).

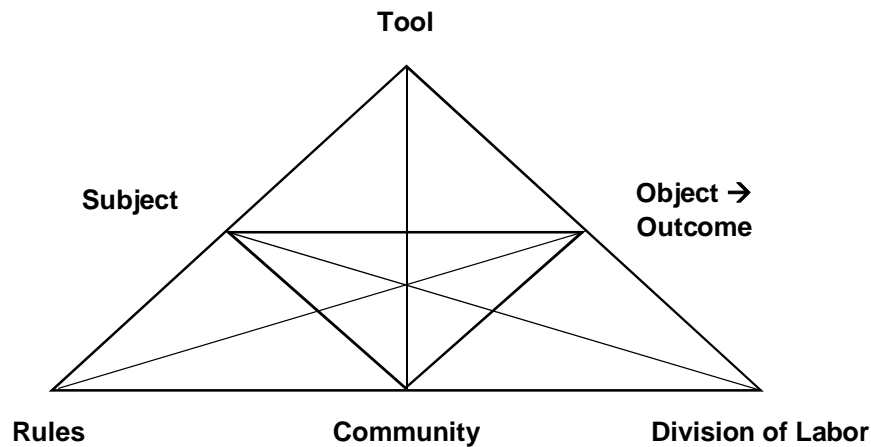


Figure 3.3: Engeström's second generation activity system model (adapted from Engeström, 1987, p.78)

Here, Engeström (1987) advanced Leontiev's basis of AT. The primary outline of Vygotsky's original mediated action triangle still exists, representing the subject, more specifically individuals or groups of individuals. Tool represents "social others" and artefacts, whilst the object highlights the "goal or motive of the activity represented". (Yagamata-Lynch, 2010, p.22-23). Subjects may discover tools across "multiple activities" and the tool's value adjusts as the subjects become involved in new activities. New additions by Engeström (1987), include rules, community, and division of labour, which "add the socio-historical aspects of mediated action that were not addressed by Vygotsky" (Yagamata-Lynch, 2010, p.22-23). Further to this, Engeström (1999; 2001) has continued to update this interpretation of AT, through the third generation (Figure 3.4).

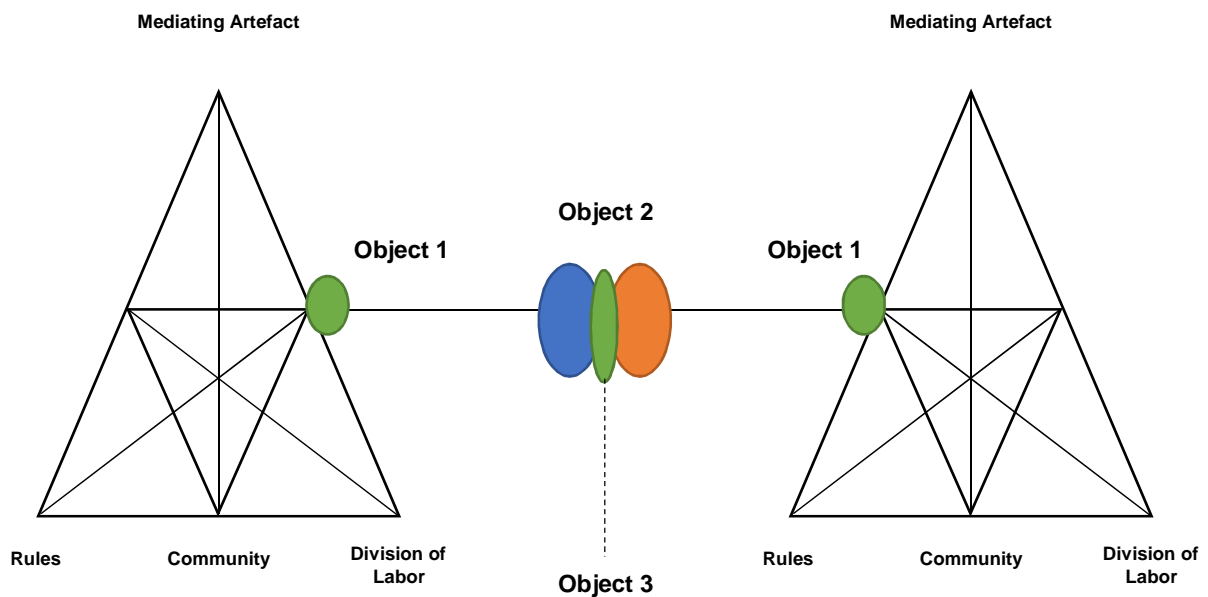


Figure 3.4: Engeström's third generation activity system model (adapted from Engeström, 2001, p.136)

Engeström asserts that joint activity or practice should be clearly defined as the unit of analysis for AT, rather than this being too focused on individual activity. He emphasises that activity must be recognised as a process of social transformation, incorporating the structure of the social world in its analysis, whilst explicitly considering potential conflict in social practice (Engeström, 1999). The third-generation conceptualisation more specifically outlines a need “to develop conceptual tools to understand dialogue, multiple perspectives, and networks of interacting activity systems” (Engeström, 2001, p. 135). Thus, in relation to the second-generation AT conceptualisation, a significant development in Engeström’s third generation is that it draws on ideas on “dialogicality” and “multivoicedness”, and aims to develop a conceptual framework which enables understanding of “dialogues, multiple perspectives and networks of interacting activity systems” (Daniels and Warmington, 2007, p.378).

By drawing upon dialogicality and multivoicedness, the third-generation is able to move beyond perceivable limitations of the second generation of AT, more precisely due to the second generation’s focus on analysing single activity systems (Daniels and Warmington, 2007). Thus, the introduction of “networks of activity within which contradictions and struggles take place in the definition of the motives and object of the activity calls for an analysis of power and control within developing activity systems” (Daniels and Warmington, *ibid*, p.378). *Figure 3.4* also demonstrates the third-generation’s focus on how two activity systems might demonstrate conflict (Engeström, 2001).

3.2.3.2 Five principles of activity theory

From the third generation, Engeström (2001) posits that AT can be summarised through five refined key principles. First is the prime unit of analysis, described as “a collective, artifact-mediated and object-oriented activity system, seen in its network relations to other activity systems, is taken as the prime unit of analysis”. The aforementioned multivoicedness is also considered in the principles as “an activity system is always a community of multiple points of view, traditions and interests”. Third is historicity, which broadly recognises that activity is developed both historically and culturally, and that “activity systems take shape and get transformed over lengthy periods of time. Their problems and potentials can only be understood against their

own history” (Engeström, *ibid*, p.136). Next is contradictions, which represents AT’s recognition that activity systems are unlikely to be stable or harmonious, and rather AT accepts that activity systems are not necessarily stable or harmonious (Yamagata-Lynch, 2010). In relation to contradictions, Engeström (2001, p.137) implies that as “sources of change and development” contradictions “are historically accumulating structural tensions within and between activity systems”. Lastly, is the possibility of expansive transformations, more specifically “an expansive transformation is accomplished when the object and motive of the activity are reconceptualized to embrace a radically wider horizon of possibilities than in the previous mode of activity” (Engeström, *ibid*, p.137).

3.2.3.3 A fourth generation of activity theory?

Recent years have seen Engeström (2009; 2014) illuminate the potential need for AT to advance into a fourth generation. For example, Engeström (2009) notes that the rise of activities characterised by web-based social and participatory practices, including the ascendancy of knowledge work, means a reworking of the third generation of AT might be needed. More specifically, Engeström (*ibid*) notes that the rise of social production, or “commons-based peer production” (Benkler, 2006, p. 60; cited in Engeström, 2009) prompts this rethinking of AT, particularly the shape of activity systems. This is especially pertinent as third generation AT treats activity systems as “reasonably well-bounded, although interlocking and networked, structured units”, whereas in “social production or peer production, the boundaries and structures of activity systems seem to fade away”. Here, Engeström suggests that processes become “simultaneous, multi-directional and often reciprocal” and the density and overlapping of such processes makes the distinction between process and structure obsolete, to a degree (Engeström, *ibid*, p.311). Spinuzzi (2014), one of the few authors to begin actively adopting a fourth-generation activity framework, similarly notes that activity theorists are developing the fourth generation to better accommodate insights into how organisation and knowledge has shifted in the knowledge society. It is proposed that fourth generation AT “provides a developmentally oriented account of work: it examines activity systems in which actors cyclically use instruments to cyclically achieve a shared object(ive)” (Spinuzzi, *ibid*, p.91).

However, others continue to propose their own versions of the fourth generation, such as through modifying the third generation to include motivation of subject in achieving an object as a key dimension (Khayyat, 2016), and this demonstrates that to date there remains no agreed-upon conceptualisation of fourth generation AT.

3.2.4 Activity Theory and Strategic Management

As was briefly alluded earlier in this chapter, AT has been utilised in many domains, and has been utilised to add to existing social theories that also deal with interactions between actors and contexts, and the practical activity where interaction is prevalent (Blackler, 1993). Whilst AT has been primarily a learning theory, it has provided a foundation to theories relating to knowledge creation (Blackler, 1995; Canary, 2010; Simeonova, 2017), such as organisational renewal (Spender and Grinyer, 1995), and communities of practice (Brown and Duguid, 1991). This means AT, and the concept of the activity system more specifically, can help conceptualise the interpretive foundation of where and how practical activity takes place (Engeström, 1996; Yagamata-Lynch, 2010; Simeonova, 2017).

In business and organisational studies domains, it has also become a common theoretical framework. For example, Blackler (1993) emphasises the use of AT as a useful means of developing knowledge of organisations in specified contexts. Blackler and colleagues (2000) add to this and position that AT offers a useful lens for exploring the micro-level activities of organisations with the interaction of process, context and outcomes. In strategic management studies, as are of particular interest to this thesis, Johnson et al. (2003) argue for AT as a framework to guide work in exploring micro-levels of strategy and strategising more specifically. Johnson and colleagues (ibid) suggest that AT can help the SaP domain explore the activities of management, and can provide more consistent and integrated understandings of the practices that are embedded within strategy. The benefits of using AT in the study of micro strategic activities is that such activities represent the everyday engagements of managers and other practitioners. This view is also shared by Canary (2010), who argues that AT allows researchers to undertake a more focused perspective on strategy planning because the emphasis is placed on the interactions which influence the activities and which in turn have an impact on the decision-making. After all, as Johnson et al. (2003)

argue, activities, individuals and strategies are inseparable and thus studies on the micro-organisational level become central in understanding the macro-organisation as well. This means that the study on strategic planning on the micro-level needs to be focusing on those three aspects as well (individuals, activities, strategies).

A criticism of AT, however, owes to its goal oriented nature, which is believed to conflict with more emergent strategy conceptualisations. AT also tends to ignore the power aspect in constituent interactions (Blackler, 1995), but this weakness can be addressed by linking AT with literature on strategy and change which do examine underlying power aspects in practice infrastructure (Jarzabkowski, 2003). Furthermore, the activities of AT have also come under criticism on three grounds given its conceptualisation of change in activity systems based on contradictions and tensions (Blackler, 1993). These further criticisms of AT question its clarity on the origins of the contradictions, point out how it often fails to explain what sustains them, and suggest it does not adequately explain how the contradictions and tensions lead to change. It is suggested that these concerns can be allayed by examining the dialectic tensions that exist between an organisation's past and future, and focusing on the role of practices in mediating between them (Jarzabkowski, 2003). AT application in business and strategic management studies has thus led to more detailed use of the theory in SaP work, through an activity-based view of strategy (Johnson et al., 2003; Jarzabkowski, 2005; 2010).

3.2.5 An Activity-based View of Strategy

The activity-based view of strategy proposed by Johnson and colleagues (2003), and developed more substantially by Jarzabkowski (2005; 2010), is the main analytical lens adopted to explore OS in this thesis. The framework has been used in several strategy, and increasingly information systems, studies over the past decade. A number of these are detailed in more depth here.

Johnson et al. (2003, p.3-6) propose SaP as an “activity-based view”, and an ardent statement for moving strategy research towards appreciation of more micro-level phenomena, offering the definition of the activity-based view as addressing “the detailed processes and practices which constitute the day-to-day activities of organizational life and which relate to strategic outcomes”. Johnson and colleagues

(ibid, p.14) relate their rationale for the activity-based view in strategy work back to Blackler et al. (e.g. Blackler et al., 2000) and their development of an “explicitly activity-orientated approach” based heavily on Engeström’s conceptualisations of activity systems (e.g. Engeström, 1987; 1999). Here, Johnson and colleagues (2003, p.14) state that in relation to the work of authors such as Blackler who have adopted AT, the argument is:

“Parallel, but more specific to strategy. It is time to shift the strategy research agenda towards the micro; to start not from organizations as wholes - corporations, business units and so on - but from the activities of individuals, groups and networks of people upon which key processes and practices depend” (Johnson et al., 2003, p.14).

The advantages and benefits sought to be gained using AT at the micro-strategic level are evidenced by an in-depth understanding of how individuals interact. It is also evidenced by which structures or inputs eventually affect their activities in the onset of providing empirical data on the processes towards achieving common goals within the context of studies in organisational settings (Johnson et al., ibid; Jarzabkowski, 2005). To Johnson and colleagues (2003) further benefits include extending existing traditions of research, transcending divisions within strategy disciplines, and offering practical advice and guidance to practitioners in relevant fields.

Building on this early work (Johnson et al., ibid), is more in-depth work by Jarzabkowski on the activity-based view or ‘approach’ (Jarzabkowski, 2005), alternatively referred to an activity-theory approach to SaP (Jarzabkowski, 2003; 2010). One such framework developed here denotes the “activity system in which strategy as practice occurs” conceptualising AT for SaP more explicitly (Jarzabkowski, 2003, p.25). The framework explicates practical activity, and more specifically the concept of practices as mediators between constituents in AT, and interrogates how activity might be able to explain certain factors, such as continuity and change at an activity system level (Jarzabkowski, 2003; Jarzabkowski, 2005). A more substantial contribution in relation to SaP and AT is Jarzabkowski’s (2005) book on the topic, notably also the first book specifically devoted to furthering SaP research. Jarzabkowski (ibid, p.1) broadly posits the question “how do the strategizing practices of manager’s shape strategy as an organizational activity?”, and attempts to address

this through further development of an activity framework for SaP. The following attempts to review some of the core aspects of Jarzabkowski's book, before moving on to other relevant works which have directly adopted this framework.

3.2.5.1 The meaning of activity and intentionality

Two aspects explored early in Jarzabkowski's (2005, p.10-13)²² work are the questions of "what is activity?", and "how should we study strategy as activity?". Jarzabkowski adopts Johnson and colleagues' (2003, p.15; cited in Jarzabkowski, 2005, p.11) broad definition of activity as "the day to day stuff of management. It is what managers do and what they manage. It is also what organizational actors engage in more widely". Jarzabkowski states that the activity-based view intends to aid the understanding of strategy as a social practice, including numerous people at different organisational-levels (a statement which can now be closely associated with the work of OS). Here, Jarzabkowski attempts to question; what activity is thus strategic? And what is a strategist?, something stated as being difficult to define, whilst implying that strategy can be an activity at any level of an organisation, including through those who contribute to strategy, without necessarily thinking of themselves as 'strategists'. In relation to the question posed above with regards to studying strategy, Jarzabkowski (ibid, p.12) states that to use activity as a basis to study strategy and strategic outcomes, "some notion of intentionality is implied", with intentionality meaning that activity is intended to have an outcome that will be "consequential for the organization as a whole- its profitability or survival", whilst not necessarily inferring that intentions will always be met. In relation to practitioners, and using the example of top managers, Jarzabkowski suggests it is logical to let those at the centre of activity define what the activity is and what are the target strategic outcomes. In relation to empirical work in particular, this might enable participants to define activity that intends to have strategic outcomes, whilst also considering that participants cannot guarantee that outcomes will be realised through such strategic activity.

²² Unless otherwise stated, the below references to Jarzabkowski are direct references to Jarzabkowski (2005).

3.2.5.2 Level and unit of analysis for the activity-based view

To conceptualise the meaning of strategy, Jarzabkowski (ibid, p.40) defines this in relation to AT as “a pattern in a stream of goal-directed activity over time”, whilst strategizing is posed as being “the skilled ability to use, adapt and manipulate those resources that are to hand to engage in shaping the activity of strategy over time” (Jarzabkowski, ibid, p.34). Jarzabkowski positions that it is also important to build upon the meaning of activity and intentionality, and outline the level and unit of analysis which will help guide empirical applications of the activity-based view, adding that activity is too broad to be a level of analysis which can sufficiently define the parameters of empirical studies. Jarzabkowski (ibid, p.40) outlines that “strategy as a pattern in a stream of goal-directed activity over time” or simply “strategy as goal-directed activity” forms a useful level of analysis. Thus, empirical work can aim to explain how this strategy as a pattern is shaped over the period of time relevant to particular studies. To suit this level of analysis, Jarzabkowski (ibid, p.65) outlines that strategising is an appropriate unit of analysis for “explaining how strategy is shaped over time”, in addition to the earlier definition of strategising in this context, Jarzabkowski (ibid, p.42) outlines it in relation to the unit of analysis as “a flow of practical-evaluative agency that shapes and is shaped by activity over time”.

3.2.5.3 An activity system framework for strategy as practice research

Whilst much of Jarzabkowski’s activity-based view is empirically driven around the context of top management strategising in UK Universities, and outcomes surrounding types of strategising, what is important to outline foremost here is the activity system frameworks which have emerged from the activity-based view, and can be used to guide SaP research more generally. One of Jarzabkowski’s (2005, p.43) earlier conceptualisations of an activity framework for SaP positioned strategy within activity systems to provide “an interdependent view, understanding how the actions in one part of the system affect actions in another part, with these interdependencies mediated by the strategizing practices”. This considered, *Figure 3.5* (Jarzabkowski, ibid, p.43) shows, in the context of Jarzabkowski’s own empirical work, a number of different activity system dynamics key to organisations shaping strategy over time.

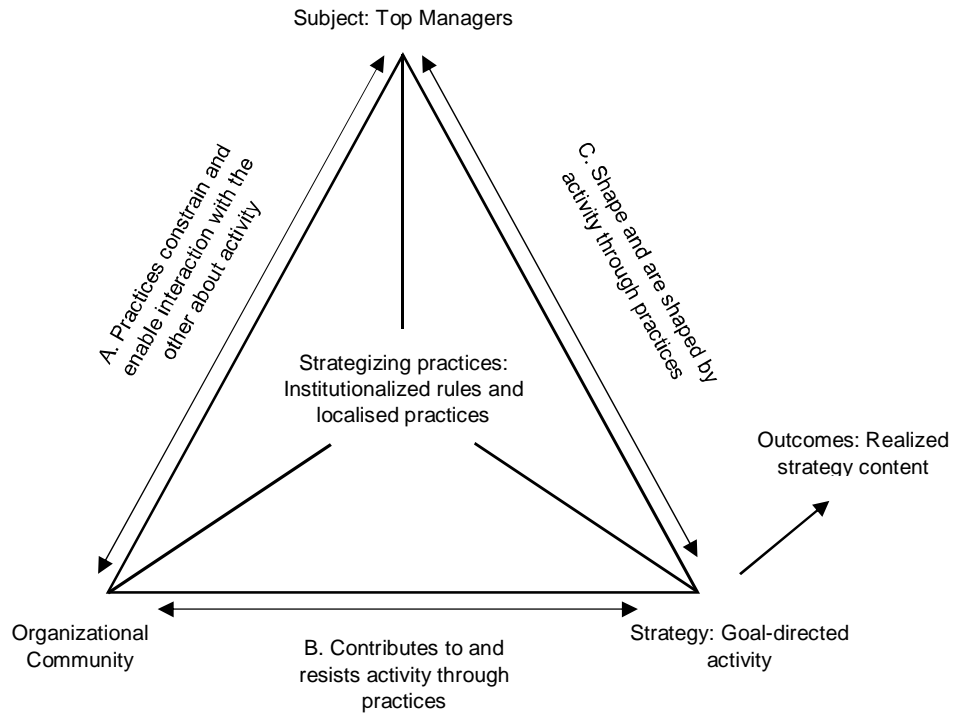


Figure 3.5: Jarzabkowski's activity framework for studying strategy as practice (adapted from Jarzabkowski, 2005, p.43)

Particularly prominent here are the arrows on the outside of the activity system. These demonstrate that practices constrain and enable interaction between the subject and the community about activity (A in figure 3.5), whilst the community contributes to and resists activity through practices (B in figure 3.5), and the subject shapes and are shaped by activity through practices (C in figure 3.5). Both of these are in the pursuit of goal-directed activity and realised strategy outcomes that are the core purpose of strategising. A more recent conceptualisation of the AT model for SaP is presented in Figure 3.6 (Jarzabkowski, 2010, p.129-130; Jarzabkowski and Wolf, 2015)²³. This model also brings together the main three focal points of SaP work; praxis, practices and practitioners, and focuses similarly on the mediating effect of certain strategising practices and dynamics between the subject and community in the construction of strategic activity. More prominently focused upon here is the flow of activity over time, and the arrows in the centre of the activity system which demonstrate interaction with strategising practices²⁴.

²³ Unless otherwise stated, the below references to Jarzabkowski are direct references to Jarzabkowski (2010).

²⁴ Figures 3.5. and 3.6 are both important in informing the adaptation of the activity framework used in this research, including in conceptualising findings through graphical activity systems.

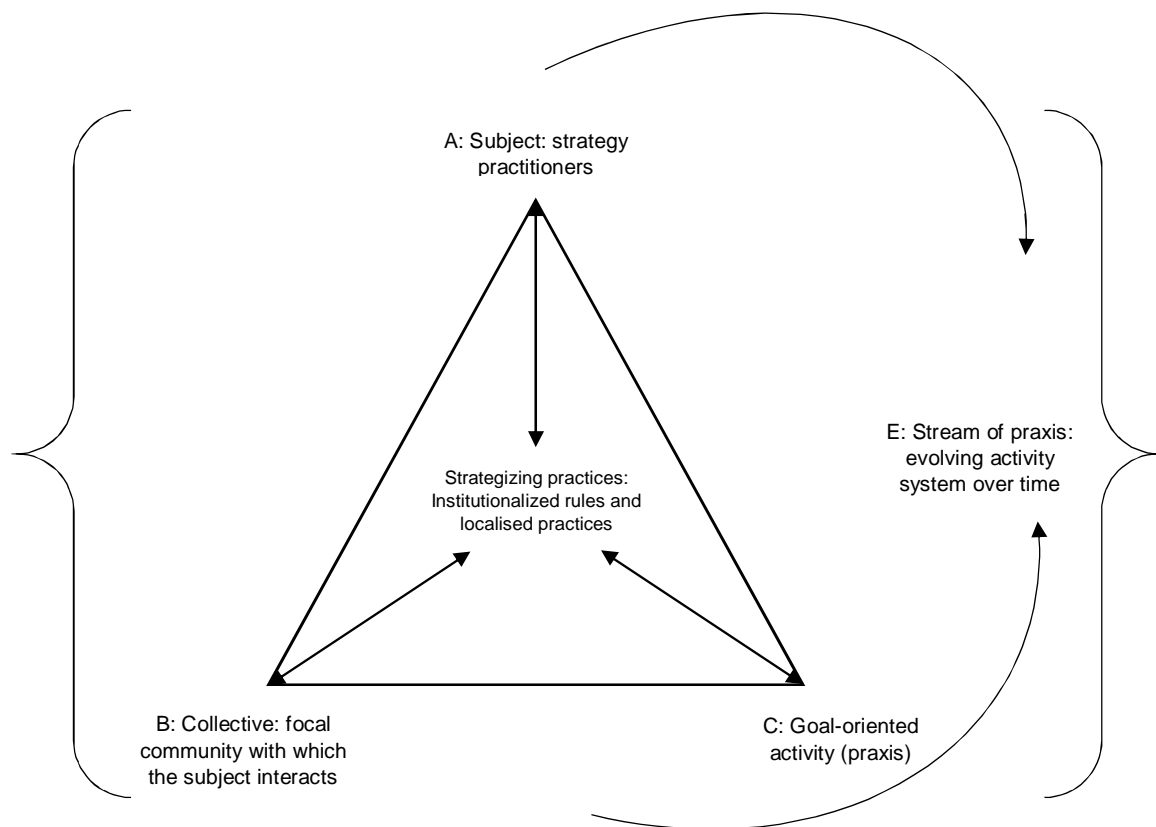


Figure 3.6: Jarzabkowski's activity framework for studying strategy as practice (adapted from Jarzabkowski, 2010, p. 130)

The subject as shown above can represent the individual or a group of actors who are the main focus of analysis. Jarzabkowski positions that here any individual or group of actors might become the subject (A in figure 3.6), and this might vary based on whether their contribution to the activity system is of central interest. Thus, the subject conceptualises practitioners as those who do strategy. In relation to SaP research, Jarzabkowski (ibid, p.129) positions practitioners here as through whose eyes researchers “wish to understand and interpret strategy”. Subjects are central to the AT framework proposed by Jarzabkowski, and here there is no predisposition on who can be framed as a strategy practitioner, rather the framework offers a means to analyse activity from the chosen subject's point of view as designated as a ‘strategist’ in a particular piece of empirical work. This has been demonstrated by focus on top managers (Jarzabkowski, 2005), and middle and top managers (Jarzabkowski and Balogun, 2009), whilst Jarzabkowski (2005) also states that this might focus on an individual such as a CEO or a particular director. Whilst this AT approach keeps in line with one of the main aims of SaP work, to focus on the ‘doing’ of strategy, it also “avoids the reductionism

and marginalization of the social that can arise from an excessive focus on the individual” (Jarzabkowski, 2010, p.129).

The collective forms another important part of the framework (B in figure 3.6). Here, the aforementioned subject and their ‘doing’ of strategy are always interpreted in relation to the collective. The collective is thus the community with which the subject interacts in working towards goal-directed activity. Labelled as goal-oriented activity in the activity framework for SaP (C in figure 3.6), it is thus essential here for bringing together subjects and communities, and in AT such activity is defined as being directed towards a practical outcome (goal-oriented) and is shared (Leontiev, 1978; Kozulin, 1999; in Jarzabkowski, 2010). In sum, subjects input individual actions into the activity associated with the activity system, and associate with the collective in constructing goal-oriented activity. Mediation forms a further important element of the activity framework for SaP (D in figure 3.6), and explains “the mediation of interactions between subjects, the collective and their shared activity” (Jarzabkowski, *ibid*, p.130). This element of the framework brings in practices to explain how subjects, the collective and their shared actions are brought together in the pursuit of activity. Such practices might include strategy artefacts, with Jarzabkowski using the example of spreadsheets, PowerPoint, and white-boards, or strategy processes and strategy language. Lastly, praxis here (E in figure 3.6) is representative of a flow of activity over time, thus emphasising that activity systems should not be static, but rather “in a constant state of becoming” (Jarzabkowski, *ibid*, p.130). Linking again to a level of analysis for AT and SaP, Jarzabkowski (2005, p.40) proposes that “strategy as goal-directed activity” is a useful level of analysis due to it separating interactions between actors and their community through a flow of praxis, and attention is thus drawn to praxis accomplished in such interactions.

3.2.5.4 Activity theory, strategy as practice and information systems research

There have been various empirical applications of the aforementioned framework in SaP research. Additionally, there has been notable use of the framework by information systems researchers, highlighting a potentially interesting application in relation to links between SaP and information systems work and the importance of IT

and OS in the context of this thesis. For example, in more SaP focused work, Jarzabkowski (2003) used an early version of her activity framework to study the micro practices of strategic continuity and change in University contexts. The findings outline formal strategic practices involved in the universities' direction setting, resource allocation and monitoring and control activities, illustrating the relationships between practices and continuity and change. Jarzabkowski's (ibid) conclusions outline further use of the framework as a methodological means of interrogating the subjective and emergent processes which create strategic activity. Jarzabkowski and Balogun (2009) utilise the activity framework to explore the degree of integration and communication within business and strategic planning. Here, Jarzabkowski and Balogun (ibid, p.1255) suggest that AT can be effective for understanding the underlying process of strategic planning, particularly through exploring "how a common strategy emerges over time through modifications to the planning process and to different actors' roles within it". Thus, the SaP adoption of AT is a useful framework in understanding strategic planning not just as a system of organisational goals and objectives, but also as a process embedded in the interactions of different actors in strategy. In the information systems domain, there are interesting applications of the SaP activity framework in line with the joining of research ventures between the two fields (Whittington, 2014; Peppard et al., 2014). This has built on interest in developing AT as a suitable means of explicating information technologies in the context of human practice (Kaptelinin and Nardi, 2006). Henfridsson and Lind (2014), for example, adopt the framework to examine and conceptualise the information systems strategising work of organisational sub-communities. Focusing on emergent patterns of action, the authors analyse the formation of strategies that develop through technology-mediated practices, and in particular focus on the emergence of a sustainability strategy. This also demonstrates a direct focus on the formulation of a strategic plan through the actions of practitioners and their practices using the SaP activity framework. As suggested by Jarzabkowski (2010), Henfridsson and Lind (2014) develop their model of activity by placing different organisational sub-communities as the main 'subject', and different organisational communities as the 'collective', with the emergent sustainability strategy forming the target of goal-oriented activity. In a similar vein, Leonard and Higson (2014) also use AT to explore emerging strategy, whilst more explicitly adopting key elements of Jarzabkowski's (2005) book regarding types of strategising. Here the authors model how enterprise systems can support emerging

strategy and adapt the activity framework to focus on both top managers and enterprise system custodians as the subjects. More recently, Chantias and Hess (2016) have used the framework to understand digital transformation strategy development. More specifically, they follow the aforementioned example of Henfridsson and Lind (2014) to conceptualise the activity framework into an activity-based process model which highlights aspects of strategy initiation, deliberate strategy, emergent strategy and realized strategy across three case studies. Of particular interest in these information systems adoptions of the activity system framework, are their conceptualisation of activity into process type models. As was indicated in the OS literature, there has been significant focus on conceptualising the practice of strategy as a process, or a particular 'episode' or 'space' (Hendry and Seidl, 2003; Jarzabkowski et al., 2015). This demonstrates that the activity framework can be utilised to show the development of a realised strategy through technology-mediated practices, whilst exploring the more micro-level interactions between key organisational actors, and can do so whilst demonstrating different systems which enable the process of strategy development to occur (Henfridsson and Lind, 2014).

3.2.5.5 Strategy as practice, activity theory and future research

Through the literature on the activity-based view and those studies which have adopted the SaP activity framework, there has been emphasis on further research to expand and explore new uses of the theory in the context of SaP work. For example, Jarzabkowski (2010) highlights potential to use the activity-based view of strategy to explore more micro-level activity systems using the framework. Whilst AT has been commonly used to study more organisational-level praxis (such as activity systems to represent whole organisations) Jarzabkowski outlines that some disciplines have used AT to examine more micro-level phenomena (such as patient doctor meetings). Thus, Jarzabkowski (ibid, p.136) stresses that "further Strategy as Practice studies might also adopt these concepts to examine the strategy praxis of more micro-activity systems, such as a particular strategy workshop or meeting". Jarzabkowski and Wolf (2015, p.178) emphasise the potential use of AT in line with emerging research on inclusiveness in strategy work, and in "technology enabled strategizing", stating that "activity theory provides a framework for systematically analysing the role of technology" in strategy mediation including "how specific technologies such as wikis

can enhance wider participation and inclusion of knowledge workers in organizational transformations". Jarzabkowski (ibid, p.136) also highlights the "opportunities to study strategizing within pluralistic contexts that are beset by complex and contradictory goals", whilst highlighting this as an "increasingly relevant area for Strategy as Practice research". In a similar vein, Henfridsson and Lind (2014) outlined that future research might seek to explore different contexts, describing the sub-community conceptualisation in their empirical work as being straightforward in its structure, and its focus on product development meant that it is an idealised way to foster groups with shared interests. Thus, future research points both towards the importance of exploring more micro-level interactions in organisations, and using the activity framework in different contexts, including to explicate contexts which are more inherently pluralistic in nature.

3.3 Developing a Conceptual Framework

In the previous chapter, the literature reviewed illuminated a gap regarding OS as a legitimisation process in pluralistic contexts. In this chapter so far, SaP and AT have been outlined as suitable theoretical groundings, and an activity framework for SaP research has been highlighted as an appropriate analytical lens to guide the study. The aim of the latter sections of this chapter is to bring these concepts together, in line with the earlier identified research gap, and develop a conceptual framework for studying OS as a legitimisation process in pluralistic contexts. This also leads to the devising of specific research questions.

3.3.1 Open strategy as a process of legitimisation in pluralistic contexts: A conceptual framework

A conceptual framework articulates, graphically or narratively, the objects of concern in research and their postulated relationships (Miles and Huberman, 1994). Thus, the conceptual framework incorporates a system of concepts, assumptions, beliefs and theories (Miles and Huberman, ibid; Maxwell, 2012). Also, key to the notion of the conceptual framework is that it is built or developed from a number of existing elements, brought together to form a specific purpose in research work (Maxwell, ibid). To Maxwell (ibid, p.39) the conceptual framework will ultimately be a conception of

what is going on in research domains, will provide a tentative theory of the phenomena under investigation, and will help “assess and refine your goals, develop realistic and relevant research questions, select appropriate methods, and identify potential validity threats to your conclusions”. The basic assumptions and insights central to this thesis, in unity with the earlier outlined literature and research gap in chapter two, are united to form the conceptual framework (*Figure 3.7*).

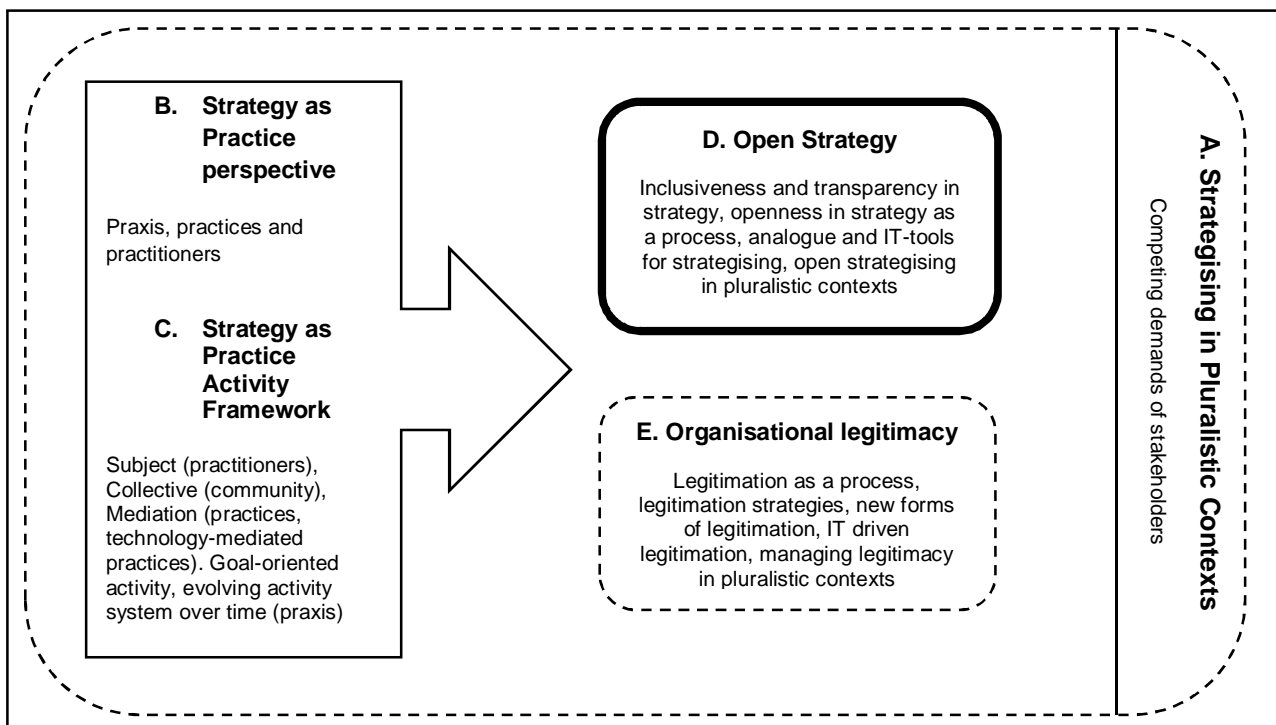


Figure 3.7: Open strategy as a process of legitimation in pluralistic contexts

First, the conceptual framework is bounded by the context of the research, which recognises the pluralistic nature of the case study, and relates this to research on strategy and pluralism (A in figure 3.7). Literature relating to strategy and pluralism has been highlighted as being particularly sparse to date, and there have been collective calls for empirical work relating to pluralism in SaP research, in particular exploring ‘strategising in pluralistic contexts’ (Denis et al., 2007). This has been achieved to a degree (Fenton and Jarzabkowski, 2006; Denis et al., 2007), but research on pluralism in strategy and SaP work remains nascent.

From the strategy literature, and in relation to theoretical background, the conceptual framework is rooted in the SaP perspective (B in figure 3.7). The study thus employs the basic assumptions of SaP work, in focusing on strategy as something

organisational actors 'do'. Further, the SaP approach focusses on the sociological aspects of strategy, arguing that the micro practices of strategy have been long overlooked in favour of a macro organisational-level focus. The central interest of SaP is to explain who strategists are, what they do, and why and how that is influential for strategic practice.

In relation to an analytical framework for the research, an activity framework for SaP, developed from AT more broadly, is adopted (C in figure 3.7). Whilst uses of the framework have focused primarily on organisational-level activity systems, insights from the literature suggest there is scope to explore the more micro-level interactions of stakeholders, such as in specific workshops, meetings or other strategic activities (Jarzabkowski, 2010) including OS activities driven by contemporary technologies (Jarzabkowski and Wolf, 2015). This insight is also recognised here, and the activity framework is deemed useful for analysing different analogue and technology-mediated practices of OS relating to the case study context (for example, face-to-face meetings, web-based questionnaires, the use of Twitter). Research in the information systems domain has already adopted the SaP activity framework to consider technology-mediated practices related directly to the realisation of strategies (e.g. Henfridsson and Lind, 2014; Chanas and Hess, 2016) and has studied more micro-level interactions between organisational communities (Henfridsson and Lind, 2014). The framework is also relevant to this thesis in resonating closely with attempts in the OS literature to conceptualise the process of OS, particularly considering the SaP activity framework's aim to conceptualise an evolving stream of strategic activity over time, and show the process of strategic planning (Jarzabkowski, 2010). Further, it has been stressed that the activity framework is suited to explore contexts "beset by complex and contradictory goals", and thus is a useful means to confront a broader need to explore pluralism in SaP research more generally (Jarzabkowski, 2010, p.136).

The review of OS literature has drawn attention to several key concepts (D in figure 3.7). First, and central to OS research to date are the dimensions of inclusion and transparency (Whittington et al., 2011). Here exist insights which view OS as a process of inclusive and transparent strategy work, with clearly defined beginning and end points (e.g. Tavakoli et al., 2017). Despite this focus on process in OS literature, this

has not yet been adopted to position OS as goal-directed activity in empirical work, in relation to being a suitable level of analysis (as is the aim here with use of the aforementioned activity framework). The use of IT for strategising, and the perceived IT-enabledness of OS is also important, demonstrating a multitude of different potential practices for mediation between actors in OS, and in enabling different dynamics of strategising. However, analogue tools are also documented in the literature as being used for open forms of strategy, and represent a potentially under-researched consideration in OS work to date. The exploration of OS in various contexts was highlighted as a significant point through reviewing the literature, including in various public, private and third sector organisations. This has also included the notion of open strategising in pluralistic contexts (Lusiani and Langley, 2013). Again, this implies a clear link to the research and case study context. OS work has also offered consideration to the uses and implications of openness in strategy, and most open strategising work suggests, although indirectly, that its core purpose is to gain and manage legitimacy from key organisational stakeholders. Additionally, some OS research has more explicitly considered the significance of legitimacy being a potential implication or outcome of open strategic practice (Gegenhuber and Dobusch, 2017; Luedicke et al., 2017).

Review of the legitimacy literature more specifically highlighted two main relevant concepts. First is legitimation, and processes of legitimation, and second are legitimation strategies, adopted by organisations to develop and foster certain procedures and strategies that serve to discern competing demands and thus enable appropriate responses (e.g. Suchman, 1995; Kraatz and Block, 2008; Baumann-Pauly et al., 2016). First, it is recognised in the conceptual framework that this resonates closely with the OS literature both in being viewed as a process, and legitimation being core to the very purpose of inclusion and transparency in open strategising. The gap identified in chapter two highlighted that OS itself has not, however, been explored as an explicit legitimation process, leaving question marks as to *how* exactly OS might 'legitimise'. A sub-set of literature which explores legitimacy and pluralism highlights a focus on strategising in pluralistic contexts, again linking to the setting in which the conceptual framework is embedded. This literature has also, although not widely, recognised issues with managing legitimacy in pluralistic contexts and amidst competing demands. For example, frameworks have suggested potential strategies

for managing legitimacy in pluralistic contexts, such as strategies to 'eliminate', 'compartmentalise', 'balance', or 'form' (Kraatz and Block, 2008), and more prominently have been groupings of insight from the legitimation literature which suggest three broad strategies of 'manipulation', 'adaptation' and 'argumentation/moral reasoning' (e.g. Pache and Santos, 2010; Scherer et al., 2013; Baumann-Pauly et al., 2016). Other streams of literature have stressed the increasing prevalence of new forms of legitimation, such as through various forms of IT including social media (e.g. Castello et al., 2016), and emphasise this as being a key area for future research into legitimation and specific legitimation strategies (Deephouse et al., 2017). Again, this forms a link with the emergence of technology-mediated practices in SaP work, and the central role of IT in OS.

In sum, a significant gap exists here in that the explicit link between OS as a legitimation process in pluralistic contexts does not exist in the extant literature. The SaP perspective, and activity framework are adopted for this thesis as significant in being able to analyse the analogue and technology mediated practices involved in open strategising, and to conceptualise OS in the case (pluralistic) context as a means of legitimation.

3.4 Summary and Framing of the Research Aims and Research Questions

Following the review of the relevant empirical and theoretical literature, and development of the conceptual framework, it is important to consider the research gap identified and develop logical and purposeful research questions. The research question development for this thesis was a 'reflective process', and one that gave shape to the direction of the study in ways that are often underestimated (Agee, 2009). The detailing of this process offers evidence and depth to how the questions were developed and framed. A broad research question, or what could more accurately be described as an overarching topic of interest, was developed at an early stage in line with reviewing the literature on OS. This topic of interest highlighted the need to explore more about the process of OS, specifically how OS happens, and what outcomes result from this. Additionally, there was an interest in understanding the 'effectiveness' of an open strategy approach and its core uses and implications. In

qualitative inquiry, a strength lies in reflective researcher action, and in regard to research questions, “our questions change during the process of research to reflect an increased understanding of the problem” (Creswell, 2007, p.43). Through development of this broad area of interest, and through numerous iterations of research questions, the interest was positioned as a focus through recognising a significant ‘problem’ existent in the literature where there was a need to understand the process and effectiveness of OS as a means of managing legitimacy. The focus was also narrowed to be more context specific, in line with much SaP research, and this emerged through the opportunities to explore OS in the case context that forms the basis for the empirical work in this thesis. Additionally, through identification of a shortcoming in OS work relating to legitimacy, this presented abundant opportunity to connect several streams of literature and devise a unique research gap and contribution to knowledge.

The questions framed here relate to both the prior discussion relating to the literature on OS, pluralistic contexts and legitimation processes primarily. First, however, the specific aims and objectives of this thesis are outlined. The research aims are used here to help bound the research questions in relation to the research methodology and case context chapters, and the objectives detail how these aims will be met (Gray, 2014). The combined aims and objectives are:

- To interpret the dynamics of different practices used for strategising activity as part of the STF strategy consultation, namely: a web-based questionnaire, face-to-face consultation events, Twitter and hardcopy responses. This will be used to adopt a theoretical perspective conducive to the study of open strategic practice. This will be achieved by synthesising strategising at the micro-level using the chosen theoretical framework to form a coherent conceptualisation of open strategising as a process of legitimation in the professional association context.
- To discuss this analysis in line with the extant literature to help establish the dynamics of OS as a process of legitimation in the pluralistic professional association context. This will be achieved from the analysis by outlining a clear contribution to knowledge in relation to the extant research and the

research questions, whilst outlining theoretical and practical research implications and potential avenues for future research.

3.4.1 Research Questions

To conclude, the following research main question has been identified:

1. How does an open strategy approach represent a process of legitimation for managing the competing demands of organisational stakeholders?

To help answer the primary research question, four further sub-questions have been devised:

1a. What are the specific practices used for open strategising?

1b. How do these practices enable different dynamics of strategising activity?

1c. What are the competing demands which arise through open strategising activity?

1d. How do the dynamics of open strategising activity relate to a process of legitimation for managing competing demands?

4. Research Methodology

4.1 Introduction

In this chapter, the research design and methods for this research project are introduced²⁵. The research methodology represents a plan for the entire research project, and research design more specifically involves specifying philosophical assumptions, research method, the data collection techniques to be used, the approach to data analysis, and a detailed approach to writing up. These main aspects of research design are conceptualised in a model of qualitative research design (*Figure 4.1*)²⁶ (Myers, 2013)²⁷.

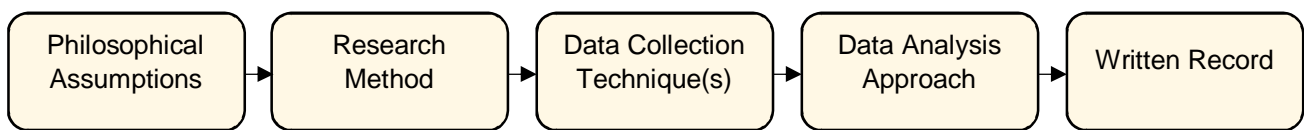


Figure 4.1: A model of qualitative research design (adapted from Myers, 2013)

With these main aspects considered as a broad guide to structure this methodology, the first aim here is to offer an overview of qualitative research design and consider key differences between qualitative and quantitative approaches, justifying the former as appropriate for this thesis. Second, an overview of the philosophical assumptions underpinning this research are addressed, including ontological assumptions, and epistemological orientation elected to respond to the research questions emerging from chapters two and three. This is followed by evaluation of the research method, particularly in relation to selecting a case study approach as a suitable strategy of inquiry. In accordance with the qualitative research design model, the data collection techniques used for this study are then discussed, followed by detailed documenting of the data analysis approach adopted here. The chapter concludes with consideration for quality in qualitative research and practical and ethical considerations for this work.

²⁵ This chapter reflects on both general research methodology resources (e.g. Miles and Huberman, 1994; Myers, 2013), and on more specific methodology resources developed for SaP researchers (e.g. Johnson et al., 2007; Golsorkhi et al., 2010), and activity theorists (e.g. Jarzabkowski, 2005; Yamagata-Lynch, 2010).

²⁶ The written record relates directly to the process of writing this thesis.

²⁷ This methodology is also informed by attendance at a three-day qualitative methods workshop by Michael Myers at Loughborough University in 2015. Slides from the presentations used at the workshop, and notes made, are also cited under Myers (2013) here, as they are directly based on this text.

4.2 Qualitative Research Design

This research adopts a qualitative approach to collecting data and empirically exploring the phenomenon of OS. A research design can be classified in various ways, and one of the most common distinctions is whether the approach chosen is qualitative or quantitative, or a combination of the two (Myers and Avison, 2002). Myers and Avison (ibid, p.4) articulate that whilst qualitative methods “are designed to help us understand people and the social and cultural contexts within which they live”, quantitative methods are traditionally used “to study natural phenomena”. In a more comprehensive comparison, Denzin and Lincoln (2005, p.10) emphasise that the word qualitative implies focus on “the qualities of entities and on processes and meanings that are not experimentally examined or measured in terms of quantity, amount, intensity, or frequency”. Qualitative researchers emphasise the “value-laden nature of inquiry”, and seek to find answers to questions that stress how social experience is created, whilst in contrast quantitative research focuses on measurement and analysis of causal relationships between variables, rather than processes. Thus, major differences between quantitative and qualitative approaches emerge from distinctions in ontology and epistemology (Myers, 2013; Gray, 2014), and more specifically quantitative researchers typically adopt positivist and post-positivist approaches for developing knowledge, such as cause and effect, use of measurements and testing of theories, whilst qualitative methodologies typically make knowledge claims based on interpretivist strategies, including narratives, ethnographies and grounded theory (Creswell, 2007). To Patton (2002, p.40-41), qualitative research is a form of “naturalistic inquiry”, meaning the study of real world situations as they unfold naturally with an open view on whatever occurs. Further, Patton (ibid) believes it is supported by the researcher getting close to people, situations and phenomena under study, thus making personal experience and insight an important part of the research process. However, in comparison to the more methodologically one dimensional characteristics of quantitative research, the prominent feature of qualitative methods is diversity. It is recognised as a more complex field, and can be described as an umbrella term, which encompasses substantial variety (Punch, 1998). This diversity of qualitative research is a widely-recognised characteristic, as highlighted by Denzin and Lincoln (1994, p.9):

“It did not take us long to discover that the ‘field’ of qualitative research is far from a unified set of principles promulgated by networked groups of scholars. In fact, we have discovered that the field of qualitative research is defined primarily by a series of essential tensions, contradictions and hesitations. These tensions work back and forth among competing definitions and conceptions of the field” (Denzin and Lincoln, 1994, p.9).

Creswell (2007, p.6) similarly proposes that in qualitative research there are “a baffling number of choices”. It is expressed that the need for multiple methods stems from the “richness and complexity” of qualitative research, and the techniques often work together and complement each other (Miles and Huberman, 1994, p.9). However, whilst it is illuminated that the approach deepens the understanding of situations and specific cases, it also “reduces the generalisability” of results (Patton, 2002, p.14).

The basis of a qualitative approach for exploring OS helps further develop the gap identified in extant literature, and also to understand OS from a unique, pluralistic perspective, particularly in relation to OS as a process of legitimation. Thus, applying a qualitative framework of inquiry allows for a more in-depth exploration of OS, the case organisation, and its key stakeholders. Although a mixed methods approach is often advantageous to give strong results (Creswell, 2007), instead a triangulation of different qualitative techniques is used here (Denzin and Lincoln, 2005)²⁸. This qualitative triangulation helps provide a broad range of perspectives, and more naturally exposes detailed opinions, viewpoints and experiences of those under investigation, whilst quantitative methods would not have provided the detailed feedback required from the participants in the empirical research (Denzin and Lincoln, 2005; Saunders et al., 2009). The rationale for a qualitative research design in this study also stems from its use in SaP studies, and in line with the SaP approach outlined in chapter three. For example, Johnson and colleagues (2007, p.52-53) emphasise that qualitative data are central in SaP work, as a means of getting closer to relevant phenomena:

“We begin this exploration by arguing that in-depth and largely qualitative data are a central requirement for developing the Strategy as Practice perspective. Qualitative approaches are often recommended when relatively little is known

²⁸ These qualitative research techniques are introduced later in this chapter.

about an area of study or when a fresh perspective is needed, as is certainly the case here (Eisenhardt 1989). However, perhaps more importantly, the nature of the phenomenon itself – dynamic, complex, involving intense human interaction – demands an approach that can capture these features empirically (Patton 2002). Cross-sectional questionnaires and quantitative databases based on a priori categories are not really up to the task, at least not on their own. There is a need to get closer to the phenomenon. Amongst other things, this implies doing observations in organizations to capture the in-vivo experience of doing strategy, conducting interviews and other forms of interaction with organization members to understand the interpretations that people place on these activities, and collecting the artefacts of strategizing such as minutes of meetings, reports, slide presentations, objects, etc. The empirical materials used will be mostly qualitative, often eclectic, and will tend to involve a small number of organizations or situations studied in some depth” (Johnson et al., 2007, p.52-53).

Thus, the nature of the research questions, and consideration of aspects of research philosophy such as the ontological, epistemological and methodological underpinnings of this research means that a qualitative approach was deemed appropriate here. Issues of ontology, epistemology and methodology are considered in more depth in the following section.

4.3 Philosophical Assumptions

Research philosophy is an important consideration for any research project, as it offers an underlying assumption and underpinning of research from the philosophical point of view of the researcher. It is an essential way to determine how and where various methods will be adopted, and subsequently analysed and interpreted. It is also, crucially, a framework and mode of identifying and validating a feasible and logical research design (Easterby-Smith et al., 2011). Research philosophy is broadly defined as the “development of knowledge and the nature of that knowledge” and it is, therefore, an integral part of knowledge creation and knowing (Saunders et al., 2009, p.107). Whilst scholars assign myriad labels to what is often an implicit component of research activity, research ‘philosophy’ (Saunders et al., 2009; Myers, 2013), ‘paradigm’ (Guba and Lincoln, 1994), ‘framework’ (Denzin and Lincoln, 2005),

'worldviews' (Creswell, 2007), or 'assumptions' (Patton, 2002; Myers, 2013), influence inputs and outputs of research to a large extent (Saunders et al., 2009). One problem here is not only the broad array of theoretical perspectives and methodologies for research, but indeed the terminology applied to them, which is often inconsistent or even contradictory (Gray, 2014). Therefore, the broad term philosophy is used here to represent the choices made for the undertaking of research in the development, reporting, interpretation, and the specification of contribution to research. This choice can be explicated in light of three main components which form the logic of research philosophy, namely: ontology, epistemology and methodology (Guba and Lincoln, 1994; Myers, 2013; Gray, 2014). Ontologically, researchers are met with confronting what their stance is regarding the nature of reality, and in particular how this viewpoint then informs and translates into a chosen research focus and design (Guba and Lincoln, 1994; Myers, 2013). The question of epistemology differs, in that it borders on how we come to view and 'know' of reality. In particular, what is the relationship between the researcher and what can be 'known' about reality. Methodology, and associated choices, are guided by these questions of ontology and epistemology in research philosophy (Guba and Lincoln, 1994; Myers, 2013). The methodology ultimately concerns how researchers will go about discovering knowledge, often through empirical investigation in real life settings (Gray, 2014).

4.3.1 Research paradigms

Kuhn (1962, p.45)²⁹ highlights research paradigms as being "the set of common beliefs and agreements shared between scientists about how problems should be understood and addressed". Similarly, Guba and Lincoln (1994, p.107) outline research philosophy in relation to particular paradigms, these being:

"a set of basic beliefs (or metaphysics) that deals with ultimates or first principles. It represents a worldview that defines, for its holder, the nature of the 'world', the individual's place in it, and the range of possible relationships to that world and its parts, as, for example, cosmologies and theologies do" (Guba and Lincoln, 1994, p.107).

²⁹ Kuhn is perhaps best known for introducing and defining the term 'paradigm shift' (Kuhn, 1962).

Similar to the three main components which shape the logic of research philosophy, research paradigms are formed of three fundamental questions. These connect in a way that speculates the answer to any one of the questions, taken in any order, then constrains how the others may also be answered. More specifically, these are broadly; the ontological question, the epistemological question, and the methodological question (Guba and Lincoln, *ibid*, p.108). These fundamental questions are conceptualised in *Figure 4.2*.

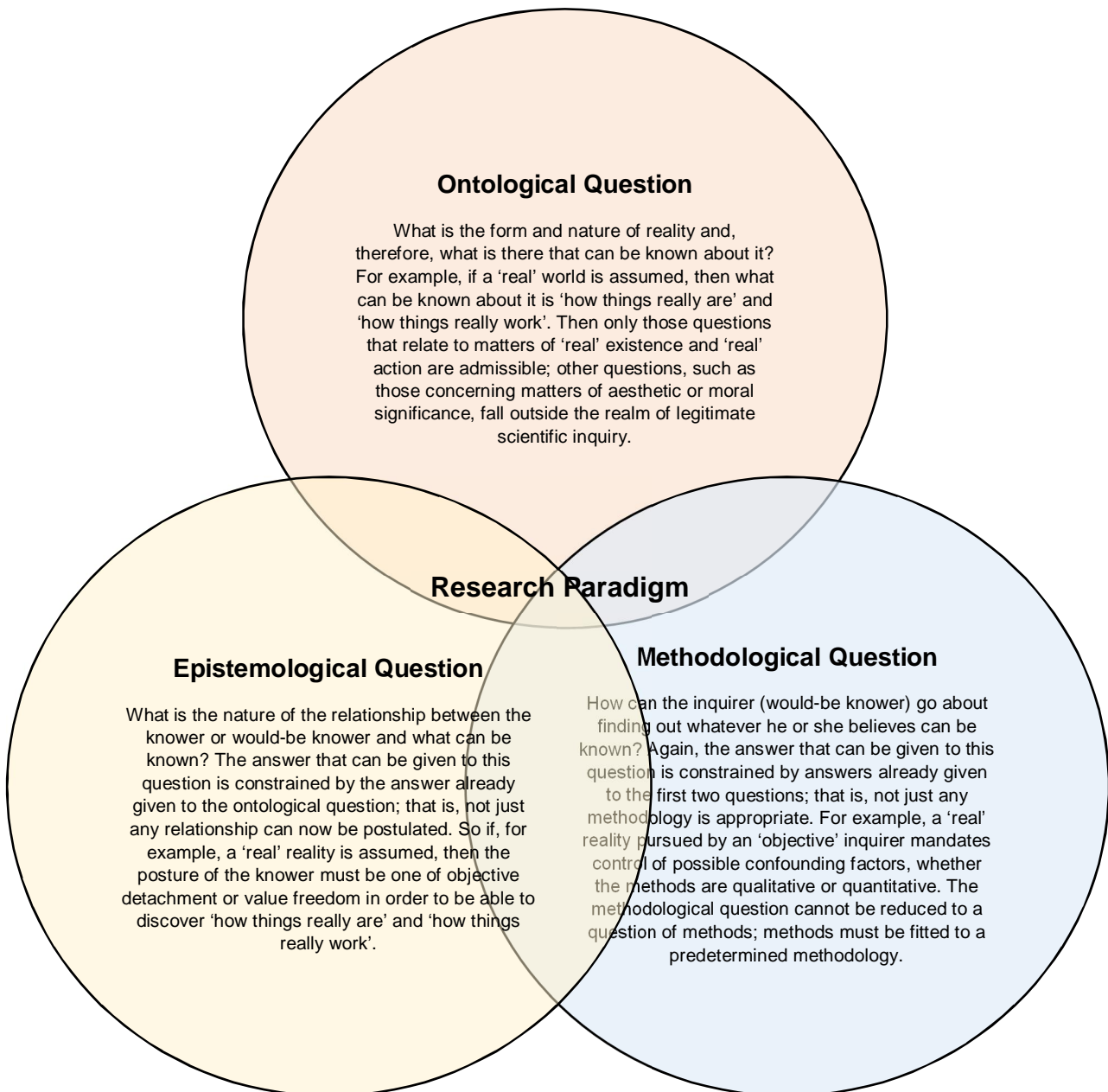


Figure 4.2: Research paradigm and three fundamental questions (based on Kuhn, 1962; Guba and Lincoln, 1994, p.107-108; Denzin and Lincoln, 2005).

There are four main research paradigms which are explored through the review of philosophy in relation to this research. These paradigms represent four primary choices underlying social science research, these being; positivism, interpretivism (or social constructivism)³⁰, critical theories, and pragmatism. Each of these four paradigms lends itself specifically in terms of ontological, epistemological and methodological position. These four approaches are summarised in *Table 4.1*, according to their relevant ontology, epistemology and methodology.

	Positivism	Interpretivism	Critical Theories	Pragmatism
Ontology	Naïve realism: 'Real' reality but apprehendable	Relativism: Local and specific constructure realities	Historial realism: Reality shaped by social, political, cultural, economic, ethnic, and gender values, crystallised over time	External, multiple, view chosen to best enable answering of research question
Epistemology	Dualist/ objectivist, findings true	Transactional/ subjectivist, created findings	Transactional/ subjectivist, value mediated findings	Observable/ subjective, meanings can provide acceptable knowledge, dependent upon research questions
Methodology	Experimental/ manipulative, verification of hypotheses, chiefly quantitative methods but can use qualitative	Hermeneutical/ dialectical, Small samples, in-depth investigations, chiefly qualitative	Dialogic/ dialectical, Methods chosen must fit the subject matter, quantitative or qualitative	Mixed or multiple method designs, quantitative and qualitative

Table 4.1: Overview of positivist, interpretivist, critical, and pragmatist research paradigms (based on Guba and Lincoln, 1994; Creswell, 2007; Saunders et al., 2009)

Positivism, for example, subscribes to the viewpoint that there is a definite truth out there, and the researcher can then seek to find this through their research, thus adopting “the philosophical stance of the natural scientist” (Saunders et al., 2009,

³⁰ For consistency, interpretivist/interpretivism is used in this thesis as the primary terminology for this broad research paradigm. Social constructivism is often combined or used interchangeably with interpretivism (Mertens, 1998).

p.113). Positivists believe that truth is apprehensible, and thus can be proved through objective experimental notions guided by natural cause and effect laws, which offer generalisation without recourse to context (Guba and Lincoln, 1994; Saunders et al., 2009). Positivist researchers aim to conduct value-free research, meaning the researcher will remain independent of the subject of research (Saunders et al., *ibid*). To Creswell (2007), quantitative data is the primary type collected through positivist viewpoints, and the nature of quantitative data, as previously mentioned, aims to explain the prior mentioned cause and effect, and can be explored through associated quantitative and statistical forms of research analysis. However, it should be noted that despite the association of the positivist viewpoint with heavily quantitative leaning studies, qualitative approaches are not completely absent, and can be illuminated in the work of positivist researchers (Myers, 2013).

Interpretivist approaches seek to identify patterns of subjective understanding, rather than explore what is an objective truth (Myers, 2013). Indeed, interpretivists subscribe to a stance that reality is a socially constructed activity, and is thus seen through many different points of view and perspectives, or 'lenses', and researchers can accordingly consider multiple realities (Myers, *ibid*). A basic assumption here is that researchers construct reality or knowledge through what might be referred to as 'context-specific meanings', attributed to the social world in time and space (Guba and Lincoln 1994; Gray, 2014). Central to this belief is consideration of the social world, specific practices, experiences, multiple interactions, and interpretations are inherently too complex to be understood from an objective viewpoint (Guba and Lincoln, 1994). Interpretivism is therefore underpinned by subjective viewpoints, and the researcher represents a 'social constructivist', with an aim to uncover subjective meanings of reality that research subjects put forth on understanding their actions, inactions, motives, or intentions (Saunders et al., 2009; Gray, 2014). In socially constructing reality through this philosophical perspective, researchers become inherently and intrinsically central to the knowledge creation process, and it is therefore pertinent that the researcher no longer becomes a neutral figure in the research process and understanding of reality and knowledge (Myers, 2013). Through such logic, methodological considerations for interpretivist researchers often lean towards qualitative methods (Guba and Lincoln, 1994). Gray (2014) posits that such methods are ideal for answering questions which revolve around 'how' and 'why', and that are

directed towards understanding and analysing detail about various possible realities in the social world (Myers, 2013). It is not, however, unprecedented for researchers taking an interpretivist approach to use quantitative methods, or a combination of both qualitative and quantitative methods to form methodological triangulation (Myers, *ibid*), and as Myers and Avison (2002, p.5) express “the word ‘qualitative’ is not a synonym for ‘interpretive’”.

Critical theorists adopt similar approaches to interpretivist researchers, but with a focus on critique of the prevailing social conditions and system of constraints (Myers, *ibid*). Additionally, Myers and Avison (2002) suggest that critical researchers assume that social reality is historically constituted and that it is people that can produce and reproduce this reality. In terms of epistemology, critical researchers and the investigated object are assumed to be interactively linked, with the values of the research inevitably influencing inquiry (Guba and Lincoln, 1994). Further, Guba and Lincoln (*ibid*) highlight that the transactional nature of inquiry might require a dialogue between investigator and participants. In terms of research design, an ethnographic approach represents a common method to include changes in how people think, and encourages people to interact (Creswell, 2007). Creswell (*ibid*, p.27) emphasises that the end goal of the study might be “social theorizing”, which represents the desire to comprehend and transform underlying orders of social life. The investigator might accomplish this through a rich and in-depth case study, or alternatively across a small number of “historically comparable cases of specific actors”.

Lastly, those who adopt pragmatism focus on the outcomes of research, more specifically in relation to the actions, situations, and consequences of inquiry, rather than antecedent conditions, as is the case in post-positivism, for example (Creswell, 2007). Pragmatism argues that of key importance relating to epistemology and ontology adopted is the research question, and thus one may be more important than the other for answering certain questions (Saunders et al., 2009). Creswell (2007) emphasises that in terms of specific methods, pragmatists will use multiple methods of data collection to best answer the research question, and thus will also employ both quantitative and qualitative sources of data collection.

4.3.2 Chosen research paradigm and relevance to strategy as practice research

With considerations of core philosophical viewpoints covering ontological, epistemological and methodological viewpoints, this research is guided by the interpretivist paradigm, which informs important choices throughout. This includes research focus, questions, and the SaP theoretical background. Qualitative research suits the primary goal of this research, which is to gather in-depth, rich and descriptive data about activities relating to the OS process in the specified case study context, and more specifically to investigate how OS can be a process of legitimation in pluralistic contexts. Further, the research offers evidence about actor beliefs and collective representation of reality (Myers, 2013). An inductive framework is used here, to undertake a single case study and organise data to comprehend the dynamic nature of the case context. The inductive approach adopted identifies emerging phenomena from the qualitative data collected, and helps illuminate new theories about openness in strategy work (Eisenhardt, 1989; Saunders et al., 2009). Induction also demands a close understanding of the research context, and emphasises the importance of recognising the researcher as part of the research process, whilst there is less concern with the need to generalise findings (Saunders et al., *ibid*). Interpretivist, inductive approaches have also been highlighted as important in guiding SaP research (e.g. Johnson et al., 2007; Grand et al., 2010). For example, Johnson et al. (2007) express the need in strategy practice work to utilise in-depth, interpretivist approaches and understand phenomena in process rather than variance terms. Grand and colleagues (2010, p.63) state that in SaP work “theories, methodologies and perspectives based on constructivist epistemologies play an important role, either explicitly or implicitly”, and that interest in strategy practice “promotes constructivist epistemologies”.

An underlying ontological view, in line with more recent SaP discourse, is that strategic practice is best understood as a sort of ‘co-construction’ or understanding of individual actors or practitioners and the organisations to which they are a part (Chia and Rasche, 2010; Golsorkhi et al., 2010; Seidl and Whittington, 2014). In terms of epistemological concerns, the assumption here is aiming to explore insights about strategic management in relation to the specific topic of OS, where those participating in the research define the meaning of activities, and subsequently provide an

instrument for acquiring knowledge about social reality. The form of interpretivist approach used in this exploration is less about the negotiation of social reality between people, and more concerned with identifying the meaning of OS activity and its outcomes in terms of goal-directed activity and realised strategic content from “the point of view of those who live it” (Schwandt, 1994, p.118). A general aim of this research is to investigate how strategic openness is ‘done’ in the context of a professional association; a more specific objective is to uncover how the ‘doing’ can explain, and be explained by the practices at individual, and organisational-levels, by studying aggregate groups of actors (Jarzabkowski and Spee, 2009; Seidl and Whittington, 2014). Orlikowski (2010) outlines three distinct approaches or “modes to engaging” practice in research (Orlikowski, 2010, p.23), namely: practice as a phenomenon, practice as a perspective, and practice as a philosophy. Certain considerations arose during the reading of social practice theories, and those related to SaP work. Such considerations were to uncover which of the frameworks suits the ontological, epistemological and methodological choices alluded to through this discussion of philosophy, and therefore offered ontological prevalence to practices in the form of ‘doings’. Further, it was considered to explore theories which allow an analysis of multiple OS practices within the tightly defined case context, and one that enables understanding of the phenomena in process terms (Johnson et al., 2007). Thus, the theory was crucial in enabling the tracing of practices and their outcomes over time, showing the practitioners involved, and emphasising praxis, as is a central concern of SaP research (Jarzabkowski et al., 2007). In more specific methodological terms, qualitative research was identified as a logical means by which to collect in-depth insight relating to strategy practice, and this was recognised as being particularly true compared to a quantitative approach (Patton, 2002; Myers, 2013). This rationale for qualitative over quantitative approaches in strategy work is particularly well articulated in the work of Mintzberg (1979, p.240):

“We shall never understand the complex reality of organizations if we persist in studying them from a distance, in large samples with gross, cross-sectional measures. We learn how birds fly by studying them one at a time, not by scanning them on radar screens” (Mintzberg, 1979, p.240).

Thus, the chosen research paradigm is outlined, and ontological, epistemological and methodological questions relating to this research are emphasised in relation to the research focus and theoretical background explored through chapters two and three.

4.4 Research Method

This section documents the research method; a strategy of inquiry which guides researchers in *how* they are going to explore the social world (Myers, 2013). Creswell (2007) suggests five approaches to help guide a qualitative study; narrative, phenomenology, grounded theory, ethnography and case study, whilst illuminating their characteristics and differences in relation to data collection activities (*Table 4.2*).

Characteristics/ Data Collection Activity	Narrative	Phenomenology	Grounded Theory	Ethnography	Case study
Focus	Exploring the life of an individual	Understanding the essence of the experience	Developing a theory grounded in data	Describing and interpreting a culture-sharing group	Developing an in-depth description and analysis of a case or multiple cases
Type of problem best suited for design	Needing to tell stories of individual experiences	Describing the essence of a lived phenomenon	Grounding a theory in the views of participants	Describing and interpreting the shared patterns of culture of a group	Providing an in-depth understanding of a case or cases
What is traditionally studied? (sites/ individuals)	Single individual, accessible and distinctive	Multiple individuals who have experience of the phenomenon	Multiple individuals who participate in a process about central phenomena	Members of a culture-sharing group or individuals representative of the group	A bounded system, such as a process, an activity, an event, a program, or multiple individuals
How does one select a site or individuals to study? (purposeful sampling strategies)	Several strategies, depending on the person (e.g. convenient, politically important)	Finding individuals who have experienced the phenomenon, a 'criterion' sample	Finding a homogeneous sample, a 'theory-based' sample, a 'theoretical' sample	Finding a cultural group to which one is a 'stranger' a 'representative' sample	Finding a 'case' or 'cases' an 'atypical' case, or a 'maximum variation' or 'extreme' case
What type of information typically is collected? (forms of data)	Documents and archival material, open-ended interviews, observation	Interviews with 5 to 25 people	Primarily interviews with 20 to 30 people to achieve detail in the theory	Participant observation, interviews, artefacts and documents	Extensive forms, such as documents and records, interviews, observation, and physical artefacts
How is information recorded? (recording information)	Notes, interview protocol	Interviews, often multiple interviews with the same individuals	Interview protocol, memoing	Fieldnotes, interview and observation protocols	Fieldnotes, interview and observational protocols
What are common data collection issues? (field issues)	Access to materials, authenticity of account and materials	Bracketing one's experiences, logistics of interviewing	Interviewing issues (e.g. logistics, openness)	Field issues (e.g. reflexivity, reactivity, reciprocity, divulging private information)	Interviewing and observing issues

Table 4.2: Five qualitative research approaches (adapted from Creswell, 2007, p.78-80; p.120-121)

The majority of the discussion regarding method relates to the case study approach (e.g. Yin, 1984; 2008; Stake, 2006; Myers, 2013), which is adopted in the empirical work to explore OS.

4.4.1 Case study approach

To Yin (1984, p.23), a case study is “an empirical enquiry that investigates a contemporary phenomenon within its real-life context; when the boundaries between phenomenon and context are not clearly evident; and in which multiple sources of evidence are used”. Unlike quantitative methods, which are useful when large amounts of data are collected from large and diverse populations, part of the rationale for using a case study approach is because they are useful when there is a much more specific focus for the research (Gray, 2014, p.266). In a similar vein, Eisenhardt and Graebner (2007, p.25) state that “while laboratory experiments isolate the phenomena from their context, case studies emphasize the rich, real-world context in which the phenomena occur”. As is common with case study methods, the case study design for this research combined data collection methods from a wide variety of sources, including interview, observation and documentation data (Stake, 2005; 2006). A case study can be both positivist or interpretative, depending upon the underlying philosophical assumptions of the researcher. Accordingly, it can involve either single or multiple cases (Stake, 2006; Yin, 1984). In line with the underlying research philosophy and methodological approach, this study takes the interpretivist approach to case study design. Through analysis of case study literature, although a seminal and valuable resource, much of Yin’s work (e.g. Yin, 1984; 2008) illuminates a positivist stance and direction for researchers. Therefore, this is balanced by following the work of others which consider more interpretivist stances for the case study method (e.g. Stake, 2006; Saunders et al., 2009; Myers, 2013; Gray, 2014).

In relation to type of case study, the most prominent typology of case studies evaluated for this project is that of Yin (1984), who proposes four main types of case study design. These choices have also been replicated to be considered in qualitative research designs (e.g. Saunders et al., 2009; Gray, 2014). The typology broadly covers single case and multiple case across different units of analysis, namely: holistic (singular unit of analysis), and embedded (multiple units of analysis). For this research,

the single, embedded type case study was deemed most relevant, exploring a single case in-depth, but with multiple units of analysis (these being the various OS practices that are central to investigation) (Gray, 2014). The case study is also longitudinal, with the main strength of longitudinal research being the capacity that it has to study change and development over a particular period of time (Saunders et al., 2009). This resonates closely with Jarzabkowski's (2005, p.40) outlining of "strategy as a pattern in a stream of goal-directed activity over time" as a useful level of analysis, and strategising as an appropriate unit of analysis (Jarzabkowski, 2010). Yamagata-Lynch (2010, p.79) further emphasises that case studies are well-matched to those adopting activity theoretical approaches to research:

"I have found that activity systems analysis is compatible with case study research because activity systems analysis involves the examination of self-sustained systems that are difficult to remove from the context and when investigators engage in data collection and analysis they need to be able to treat goal directed actions, object-oriented activities, and activity settings as separate yet highly interrelated bounded systems. While engaging in data collection and analysis, the idea that case study involves the examination of clear and bounded systems in natural settings brings an organizing framework to maintain focus" (Yamagata-Lynch, 2010, p.79).

Gray (2014, p.275-276) defines the single case, embedded type as follows, and this is also used as the rationale for a single case study, in exploring a case that is unique in nature:

"Within a single case study, there may be a number of different units of analysis. For example, let us take a case study looking at the implementation of a mentoring programme. This is a single case (the mentoring programme) but the multiple units of analysis here might comprise: ...the perspective of mentors, the perspective of mentees, Tangible evidence that the mentoring system improves company collaboration, networking and morale" (Gray, 2014, p.275-276).

Thus, the approach here focuses specifically on strategising and associated strategic practices as different units of analysis, and connects these to the OS consultation through the main empirical chapters of this thesis. Additionally, concerns regarding

such use of a single case setting are answered in that potential challenges of presenting rich qualitative data are addressed by presenting “a relatively complete rendering of the story within the text” (Eisenhardt and Graebner, 2007, p.29). The story consists of narratives that are “interspersed with quotations from key informants and other supporting evidence”, and the story is further intertwined with the theory to demonstrate a synergy between empirical evidence and emergent theory, keeping both theory and evidence at the forefront (Eisenhardt and Graebner, *ibid*, p.29).

The case study approach here also employs a within-case analysis conducted in the single embedded case design (Eisenhardt, 1989; Miles and Huberman, 1994). To Eisenhardt (1989, p.540), “the importance of within-case analysis is driven by one of the realities of case study research: a staggering volume of data”. In line with case study design, and its suitability for examining the richness of qualitative data, the analysis for the case study here follows a qualitative “data display and analysis” approach (Miles and Huberman, 1994; Saunders et al., 2009, p.503). The theoretical lens guiding this work is interlaced into this analysis³¹, and to help develop theoretical depth within the case, the study examines OS practices as activity systems forming the wider OS initiative (the STF strategy consultation). Much of the case content is derived and validated through the semi-structured interviews used for the data collection, specifically interviewing participants about their activities and thoughts on OS, as well as observing them in their own space. Data collected through various forms of documentation aids the richness of the case content³². Ultimately, in relation to the within-case analysis, the approach here is to use the case study “as the basis from which to develop theory inductively” (Eisenhardt and Graebner, 2007, p.25), through consideration of the theoretical background and methodology guiding the empirical work.

4.4.2 Case study approach and triangulation

Saunders and colleagues (2009) emphasise that the case study approach typically requires the use and triangulation of multiple sources of data, as a means of increasing the plausibility of accounts. More specifically, triangulation is the “use of two or more

³¹ The specific data analysis approach for this work is detailed later in this chapter.

³² The specific data collection approaches for this work are detailed later in this chapter.

independent sources of data or data collection methods to corroborate research findings within a study” (Saunders et al., *ibid*, p.154). To Stake (2005, p.454) “the qualitative researcher is interested in diversity of perception, even the multiple realities within which people live” and triangulation helps to identify such realities. Denzin (1989) identifies four types of triangulation, namely: across data sources (e.g. participants), techniques (e.g. interviews, observations), theories, and investigators. These four types of triangulation are also highlighted as being potentially important in case study methods (Stake, 2005). The inclusion of multiple participants, and data collection techniques (semi-structured interviews, observation, documentation data) here, means that these types of triangulation are particularly relevant in this research. Triangulation will be used to help explicate what participants’ perceptions relate to (in relation to both CILIP as an organisation, and the OS initiative), and thus “the protocols of triangulation have come to be the search for additional interpretation more than the confirmation of a single meaning” (Stake, 1995, p.115). The triangulation of data sources (participants) is particularly important in achieving this.

4.4.3 Case study approach and generalisation

Whilst much of this overview of the case study approach has highlighted its advantages as a useful method for qualitative inquiry, it is also important here to consider and clarify its potential disadvantages. Generalisation is one such, and perhaps the most prominent, potential disadvantage, and has been a widely-debated point in relation to single case studies. For example, Kennedy (1979) highlights that generalisation is a potential concern for researchers adopting a single case study design, and could impact the potential value of research. Whilst some illuminate such concerns regarding generalising from single cases, others strongly assert that it would be incorrect to conclude that one cannot generalise from a single case (Flyvbjerg, 2004). Flyvbjerg (2006, p.219) stresses that not being able to generalise from single case studies represents a misunderstanding of case study research, whilst recognising that arguments such as “you cannot generalize from a single case” and “social science is about generalizing” are commonplace in social sciences. To Flyvbjerg (2004), the debate around generalisation depends on the case being studied, and how it is chosen. For example, whilst the topic of generalisability is recognised as a weakness of the case study method to those who view social science

as concerned with being able to replicate studies, case studies are also an increasingly important approach in organisational research, particularly in relation to qualitative research and for generation and testing of theory (Saunders et al., 2009; Gray, 2014). Thus, a case study approach is useful when few holistic examples of the phenomenon being explored exist (Flyvbjerg, 2004). However, some scholars argue that case studies are better suited for pilot studies but not for extensive research, and comment that the case study is subjective, giving too much scope for the researcher's own interpretations (Flyvbjerg, 2006). Whilst there is minimal scope for generalisation from single case studies due to their bounded and in-depth nature, it is widely recognised that the method has potential to contribute in-depth empirical work and generate new theory, particularly in relation to new and emerging phenomena (Gray, 2014).

4.4.4 Case selection criteria and getting access

Negotiating access to potential case organisations was an important and significant undertaking as part of this research (Saunders et al., 2009). Saunders and colleagues (ibid, p.173) highlight several strategies “that may help you to obtain physical and cognitive access to appropriate data, in other words where you wish to gain personal entry to an organisation”. Here, new and existing contacts were gathered (Saunders et al., ibid), including from the project supervisors, and third parties were contacted in line with two main factors; their interest in the topic, and their engagement with activities in line with the topic (openness in strategy). Additionally, from early review of the literature it was recognised that third sector organisations might provide an interesting case context, and one under-researched compared to larger private and public sector organisations in the OS literature. Negotiating access also involved providing participants with a clear account of purpose and type of access required (Saunders et al., ibid), and thus detailed information sheets were created and sent to potential participants³³. The CILIP case study was, when opportunity arose, explored further for its significance in line with the aforementioned case selection criteria. Additionally, the case demonstrates various forms of practices used to transform strategy praxis. IT as open strategic practices were significant in the CILIP case, and thus provided ample opportunity to explore OS, in line with consensus in wider

³³ Example information sheet, informed consent form and email template sent to potential participants, can be found in the appendices (appendix A).

literature, as an IT-enabled phenomenon (e.g. Whittington et al., 2011; Amrollahi et al., 2014; Tavakoli et al., 2017). Other considerations and perceived advantages of the CILIP case included; access to different levels of the organisation, being able to ‘track’ the case in real-time, and CILIP offering a unique context for OS, not only as a third sector organisation, but also as a professional association more specifically.

4.5 Data Collection Techniques

The principle method of data collection here, a triangulation of different qualitative techniques (Saunders et al., 2009), includes both primary and secondary data. Primary data is data about a given subject directly from the real world (Saunders et al., *ibid*). *Table 4.3* details the data collection techniques used for this thesis, and these are discussed throughout this section.

Data collection techniques	Use in CILIP case study
Semi-structured interviews	30 semi-structured interviews with 26 participants. Length of interviews varied between 34 and 136 minutes with an average length of 63 minutes.
Participant observation	6 days of participant observation, 4 days’ observation at face-to-face STF consultation events, and 2 days’ observation at CILIP headquarters.
Documentation data	Various documentation data relating to the STF consultation, including data from Twitter, web-based questionnaire responses and formal strategic planning documents.

Table 4.3: Data collection techniques used to explore the CILIP case study

The principle methods were semi-structured interviews and observation, but also some forms of documentation such as Twitter data were collected directly for this research. Secondary sources on the other hand involves reanalysing data that have already been collected for another purpose (Saunders et al., *ibid*). Documentation data such as web-based questionnaires are secondary here as they were conducted by CILIP, but are useful in providing further depth to the primary data collected, and to help offer a rounded account of practices in the OS initiative.

4.5.1 Semi-structured interviews

The central method used for the data collection was semi-structured interviews, which are a prevalent technique used in qualitative case study methods (Denzin and Lincoln, 2005; Saunders et al., 2009; Myers, 2013). The aim of using interviews is to allow the interviewee to freely and easily reply in a substantial amount of detail, so that as much information is gathered as possible (Bryman, 2008). Additionally, semi-structured interviews with open questions were used to ensure that each participant was given the same base of questions, with the benefit that as an interview was in progress, new questions could be asked, and new avenues of thought reflected on (Myers, 2013). Saunders and colleagues (2009, p.318-320) describe interviews and semi-structured interviews as follows:

“An interview is a purposeful discussion between two or more people. The use of interviews can help you to gather valid and reliable data that are relevant to your research question(s) and objectives. In semi-structured interviews the researcher will have a list of themes and questions to be covered, although these may vary from interview to interview. This means that you may omit some questions in particular interviews, given a specific organisational context that is encountered in relation to the research topic. The order of questions may also be varied depending on the flow of the conversation. On the other hand, additional questions may be required to explore your research question and objectives given the nature of events within particular organisations” (Saunders et al., 2009, p.318-320).

Additionally, semi-structured interviews allow researchers to be sociable and informal with participants, which in turn allows them to gain both trust and rapport, and is a common feature in qualitative research when investigating a topic that is personal to the respondents (Myers, 2013). Myers (ibid, no pagination) posits that “a good interview helps us to focus on the subject’s world”. Semi-structured interviews are often preceded by observation and more unstructured, exploratory or informal interviews to allow the researcher to develop ideas and a better understanding of the

research topic (Myers, *ibid*). This was the case with the CILIP case study in this research, and participant observations helped inform the planned interviews³⁴.

The use of structured interviews was considered, as these can be beneficial when analysing and presenting results, due to their consistent structure (Myers, *ibid*). However, this was decided against, primarily because it would not allow sufficient freedom to expand upon ideas that can, hypothetically, enable a better understanding of certain situations and phenomena (Myers, *ibid*). Additionally, consideration of other structured methods, such as questionnaires, offered a potential option for inquiry but perceived downsides including a limited range of participants, and the readily available access to CILIP conducted questionnaires as secondary data. Furthermore, responses from structured methods often lack depth and are more frequently associated with quantitative methodologies, and this meant that interviews were deemed superior in offering a rich output from which to draw conclusions (Bryman, 2008; Saunders et al., 2009; Myers, 2013).

The design for the semi-structured interview questions was inspired by the use of “Grand Tour” questions (Spradley, 1979, p.86), which ask the participants to give a verbal tour of an area they know well. In this case, it was important to explore participant opinions on the library and information profession, CILIP as an organisation, and the STF consultation³⁵. To Spradley (*ibid*), the use of Grand Tour questions affords respondents to openly speak and provide detail whilst enabling focus to remain on the topic at hand. Grand Tour questions include the asking of general questions, exploring how things usually are, for example (with emphasis on the CILIP case as an example here), “can you describe your role and responsibilities at CILIP?”. The questions can also be less general and more explicit, such as asking about more recent or specific events. For example, “tell me how you took part in the open strategy consultation?” and “can you describe what your contribution was to this?” (Spradley, *ibid*). The rationale for interrogating the experiences of participants, and their opinion on both CILIP and the STF consultation was a means of understanding the pluralistic nature of the case context, and illuminating detailed competing demands. The guidelines on qualitative semi-structured interviews by Myers and Newman (2007,

³⁴ Observation as a method is detailed in the next sub-section.

³⁵ A full list of example interview questions can be found in the appendices (appendix B).

p.16-17) also helped to design the data collection tool and guide the semi-structured interview questions (*Table 4.4*).

Guideline	Description
Situating the researcher as actor	It is important for the researcher to situate themselves before the interview takes place. The following example questions aid this process: “what is your role?”, “what is your background?”. This helps with the writing up.
Minimise social dissonance	Minimise anything that might make the participant uncomfortable. This helps to improve the quality of disclosure.
Represent various voices	Interview a variety of people in an organisation, e.g. triangulation of subjects.
Use mirroring in questions and answers	Taking the words used by participants to construct a subsequent question or comment. Open questions mean the interviewer can direct, encourage and prompt.
Flexibility	Openness, flexibility and improvisation are key when interviews are not structured. Researchers should be prepared to look for surprises and explore new avenues.
Confidentiality of disclosures	The importance of keeping documents and recordings secure and only using them for the purposes explained.

Table 4.4: Guidelines for semi-structured qualitative interview design (adapted from Myers and Newman, 2007, p. 16-17)

How interviewees were selected was also an important consideration, and required selecting an appropriate sampling technique. Such a selection stems from key differences between quantitative and qualitative research and probability and non-probability theories, particularly deriving from aims to generalisation in quantitative work versus aims of gathering context rich data through the experiences of participants in qualitative inquiry (Patton, 2002; Saunders et al., 2009). Various sampling strategies are available when selecting participants for qualitative research projects, most notably; quota, purposive, snowball, self-selection and convenience (Saunders et al., 2009). A number of non-probability sampling strategies were adopted in this study due to their relevance and perceived advantages to this work and its associated methodological and philosophical approach. Primarily, purposive sampling was used to ensure a wide range of viewpoints from different parts of the CILIP community were explored, in line with gathering diverse competing demands of stakeholder groups in

the pluralistic context. This also led to some snowball sampling where participants indicated potentially valuable additional participants to approach for interview (Saunders et al., 2009; Gray, 2014). A list of participants interviewed for the research are detailed in *Table 4.5*, along with their relevant professional role and role in CILIP, number and length of interview(s), and the method used to conduct each interview.

Interviewee	Professional Role	CILIP Role	Number of Interviews Conducted/Length of interview (to nearest minute)	Method of interview
A	CILIP CEO	CILIP CEO	3 interviews. 66, 86, 71 minutes	Face-to-face
B	Libraries Consultant	CILIP Trustee (board member)	2 interviews. 52, 89 minutes	Telephone/ Face-to-face
C	CILIP Chair	CILIP Chair (chair of board)	2 interviews. 56, 136 minutes	Telephone
D	Librarian at Cambridge University/Volunteer at UKLIBCHAT	Chair CILIP East branch	1 interview. 34 minutes	Skype
E	School Librarian	Committee member CILIP Yorkshire and Humber	1 interview. 71 minutes	Face-to-face
F	Librarian at Sheffield University	Member CILIP Yorkshire and Humber	1 interview. 57 minutes	Face-to-face
G	Senior Lecturer at Sheffield University iSchool	Member CILIP, Committee of Multimedia Information and Technology Group	1 interview. 58 minutes	Face-to-face
H	Visiting Lecturer at City University	Member CILIP in London/South East	1 interview. 80 minutes	Telephone
I	Medical Professional at Coventry Hospital	Committee member CILIP West Midlands	1 interview. 55 minutes	Face-to-face
J	Head of Libraries at Loughborough University	Member CILIP, Committee of Library and Information Research Group	1 interview. 36 minutes	Face-to-face
K	Head of Registration Services at Hampshire Council	Member CILIP South West	1 interview. 70 minutes	Face-to-face
L	Researcher at Birmingham City University/CILIP staff (on contract basis)	Head of CILIP Leadership programme, Committee member	1 interview. 54 minutes	Skype

		CILIP West Midlands		
M	Independent Consultant	Member CILIP South West	1 interview. 63 minutes	Skype
N	Researcher at Leicester University	Member CILIP, Committee of Library and Information Research Group	1 interview. 69 minutes	Face-to-face
O	Visiting Lecturer at City University/Aberdeen University	Member CILIP (Former CILIP staff member)	1 interview. 47 minutes	Face-to-face
P	Head of Libraries at Leicester University	Member CILIP East Midlands	1 interview. 45 minutes	Face-to-face
Q	Head of CILIP Ireland	Head of CILIP Northern Ireland	1 interview. 64 minutes	Skype
R	Librarian at Sheffield University	Member CILIP, Participant in CILIP leadership programme	1 interview. 67 minutes	Face-to-face
S	Retired former libraries professional/current charities trustee	Member CILIP Scotland	1 interview. 66 minutes	Skype
T	Head of Libraries at De Montfort University	Member CILIP East Midlands	1 interview. 56 minutes	Face-to-face
U	Librarian at Loughborough University	Member CILIP East Midlands	1 interview. 38 minutes	Face-to-face
V	Public Librarian	Committee member CILIP Yorkshire and Humber	1 interview. 35 minutes	Telephone
W	Visiting lecturer at Leeds Beckett University	Member CILIP, Chair of Library and Information Research Group	1 interview. 96 minutes	Face-to-face
X	CILIP Development Officer (employers)	CILIP Development Officer (employers)	1 interview. Not recorded	Face-to-face
Y	CILIP Development Officer (Member networks)	CILIP Development Officer (Member networks)	1 interview. Not recorded	Face-to-face
Z	Head of CILIP Scotland	Head of CILIP Scotland	1 interview, 50 minutes	Skype

Table 4.5: Detailed overview of semi-structured interviews conducted to explore the CILIP case study

This table also assigns each interviewee a letter as a unique identifier for the empirical chapters of this work. Multiple interviews were conducted with CILIP management, to understand their experiences of the STF consultation as it was ongoing, and after it had ended. The majority of other interviews, with both CILIP staff and members, were completed after the consultation had ended and draft action plan published. The rationale for this was to interrogate interviewees' opinions of both the OS initiative and its realised strategy content (such as the draft action plan). The majority (28 out of 30), of the semi-structured interviews were recorded and transcribed verbatim in order to gain familiarity with the data³⁶. Whilst it was endeavoured to conduct all interviews face-to-face, this was not always possible, thus some interviews were conducted by telephone or Skype where this was the preference of the interviewee. Such telephone- and internet-mediated methods of interview pose certain problems, whilst also providing potential advantages (Saunders et al., 2009). Disadvantages include controlling the pace of the interview, the ability to record data, and loss of experience for the researcher in relation to participants' non-verbal behaviour. However, it also enables interviews which would have otherwise not been practical, and associated speed and convenience of data collection (Saunders et al., *ibid*). The only issues encountered using these methods were related to sound quality in a small number of interviews. Overall, this was not a substantial issue, did not effect verbatim transcription, and the methods offered flexibility to both interviewer and interviewee.

4.5.2 Participant observation

Observation can be used "to understand the culture and processes of the groups being investigated" (Denscombe, 2010, p.197). In participant observation "you not only observe people doing things, but you participate to some extent in these activities as well" (Myers, 2013, no pagination). However, Saunders and colleagues (2009, p.288-295) ask the question "Can the participant observer just observe?", categorising four types of observation: complete participant, complete observer, observer as participant, participant as observer. This research adopts the observer as participant mode, allowing the groups being observed to behave in their natural environment without

³⁶ Two participants were interviewed at a conference. For convenience and due to background noise, notes were taken throughout the interview instead of using voice recording, with verbatim quotes written down.

interruption, whilst allowing them to know the nature of the research taking place, and why they are being observed (Saunders et al., 2009). Saunders and colleagues (ibid, p.294) describe participant observation as:

“to observe without taking part in the activities in the same way as the ‘real’ candidates. In other words, you would be a ‘spectator’. However, your identity as a researcher would be clear to all concerned. They would know your purpose. This would present the advantage of you being able to focus on your researcher role... what you would lose, of course, would be the emotional involvement: really knowing what it feels like to be on the receiving end of the experience” (Saunders et al., ibid, p.294).

The use of observation here was especially valuable in helping provide a key understanding of the face-to-face consultation events during the OS process, whilst also providing insights to OS practice through observations at the CILIP headquarters in London. *Table 4.6* provides an overview of the participant observation.

Observed Event	Date and Length
Observation Data A: CILIP Headquarters in London	01/11/2015, 01/02/2016. Length of observation not recorded.
Observation Data B: STF consultation event with CILIP East Midlands regional network	26/11/2015. 81 minutes.
Observation Data C: STF consultation event with CILIP North West regional network	02/12/2015. 164 minutes.
Observation Data D: STF consultation event with CILIP West Midlands regional network	07/12/2015. 134 minutes.
Observation Data E: STF consultation event with CILIP East regional network	10/12/2015. 130 minutes.

Table 4.6: Detailed overview of participant observation conducted to explore the CILIP case study

Permission was granted to attend consultation meetings where the CILIP CEO was discussing strategy with stakeholders across CILIP regional groups. This mainly consisted of the CEO explaining the purpose of STF and the hope of gaining input into the next strategy, and acted as a way of the new CEO meeting members face-to-face. Observation of the face-to-face consultation events were recorded and transcribed verbatim.

Additionally, and as previously alluded, the participant observation served as a basis to assist the structuring of the semi-structured interview questions, with most interviews taking place after observation periods had been completed. A further advantage of using observation for the project was its flexibility, and that it could be performed over a specified time scale whilst offering personal insight into the world of participants (Myers, 2013). The participant observation data is complemented by detailed transcripts of other consultation events across other regional networks, member days and conferences³⁷.

4.5.3 Documentation data

Documentation data formed a significant data collection technique for the empirical work. Primary data collected such as those extracted from Twitter were gathered directly for this research, but have also been grouped as documentation. Additionally, much of the documentation comes from secondary sources. Rich and important secondary documentation data includes web-based questionnaires. Saunders and colleagues (2009, p.492) suggest that “qualitative data such as organisational documentation...may be an important source in their own right (e.g. using minutes of meetings, internal reports, briefings, planning documents and schedules), or you may use such documentation as a means of triangulating other data that you collect”. Both statements are true here, as much of the documentation provides rich data relating to specific practices of OS, whilst being triangulated with other methods, particularly the semi-structured interviews.

4.5.3.1 Twitter

Although much social media and platform analysis is highlighted as quantitative, there is potential for using inductive techniques to interpret text in social platform posts, thus enabling use of such platforms for qualitative researchers (Johnes, 2012; Ahmed, 2015). As Johnes (2012, no pagination) emphasises “the qualitative data that is freely available on social media has huge potential”. Social media platforms were used by CILIP as a way of communicating and engaging members with regards to the STF consultation, and as a way of collecting member opinion and encouraging ideation.

³⁷ These are listed as documentation data, and detailed further in the next sub-section.

The primary tool was Twitter, and CILIP devised a hashtag for members to use when discussing the consultation event (#CILIP2020). LinkedIn and Facebook were also used to communicate and update about the consultation process, however these posts were cross-platform communications, and also posted on Twitter. Thus, collecting data from multiple social platforms was perceived as redundant. A two-hour Twitter discussion event, hosted by a third-party interest group, was also used by CILIP to allow the CEO and members to have a structured conversation about strategic priorities for the organisation.

For the #CILIP2020 hashtag Tweets and Tweets containing key words ‘*Shape the Future*’, search was continuous using a simple method that involved searching for the hashtag and key words, and scrolling down to the start of the page and capturing all tweets using ‘FireShot’³⁸ webpage capture software (this was possible due to the manageable number of tweets). This was continued once weekly until October 2016, and no new Tweets appeared after 11/02/2016 for #CILIP2020 and 31/08/2016 for ‘*Shape the Future*’. It was thus decided to search no further, as no new Tweets were being posted. It was also decided not to attempt to search beyond these terms for any additional tweets due to there being no logical way of searching for these, and the perceived lack of additional richness they might have added to the Twitter data already captured. *Table 4.7* provides an overview of the Twitter data.

Twitter Data	Description
Twitter Data A: Posts from Twitter under #CILIP2020 hashtag	197 Tweets captured, dates of Tweets range from 10/09/2015 to 11/02/2016.
Twitter Data B: Posts from Twitter UKLIBCHAT discussion	1404 Tweets captured (including re-Tweets), dates of Tweets range from 01/11/2015 to 08/11/2015. The majority of substantive data relating to STF were captured between 18:30 and 20:30 on 03/11/2015.
Twitter Data C: Other posts from Twitter	54 Tweets captured mentioning CILIP STF, but do not use the #CILIP2020 hashtag and were not part of the UKLIBCHAT discussion. Dates of Tweets ranges from 24/09/2015 to 31/08/2016

Table 4.7: Detailed overview of Twitter data captured to explore the CILIP case study

³⁸ FireShot is software that can be used to capture website pages as screenshots. It can be viewed at <https://getfireshot.com>.

After consideration of a number of “social media research tools” (Ahmed, 2015, no pagination), NodeXL software was chosen to extract Tweets from the Twitter discussion event, every day over a period of a week. This dedicated software was needed due to the volume of Tweets generated during the discussion. This captured the main two-hour discussion, and any other relevant tweets either side of the event. The discussion was also observed live and initial thoughts about the event were documented in the researchers’ reflective diary.

4.5.3.2 Web-based Questionnaire

The web-based questionnaire designed by CILIP was the most popular channel for contributors to express their views about the strategy. It was completed by approximately 700 members, and contained both rank order scaling and open-ended questions. Access to 599 publicly shared questionnaires was available following the consultation. *Table 4.8* provides an overview of the web-based questionnaire data.

Web-based Questionnaire Data	Description
Questionnaire Data A: Responses to web-based questionnaires	599 questionnaire responses in total, captured by CILIP between 23/09/2015 and 16/12/2015. The questionnaire used a combination of rank order scaling and open-ended questions to generate feedback from participants.
Questionnaire Data B: Version of blank original questionnaire	The original questionnaire as a PDF file, demonstrating its structure and content.

Table 4.8: Overview of web-based questionnaire data used to explore the CILIP case study

The data were a valuable source of documentation, particularly as a source of participants’ strategic views in relation to STF.

4.5.3.3 Formal strategic planning documents

Formal strategic planning documents collected comprise those used through the consultation, including: strategy PowerPoint presentations used by the CEO at consultation events, and strategy outputs such as draft and final versions of CILIP’s new strategic plan. *Table 4.9* provides an overview of this data.

Formal Strategic Planning Documents	Description	Public or Private Document
Planning Documentation A: Draft action plan	First draft version of the new CILIP strategy. Document published on the CILIP website in December 2015 and open for comments to the CILIP CEO until March 2016.	In the public domain
Planning Documentation B: PowerPoint version of draft action plan	A PowerPoint version of the first draft CILIP strategy developed.	In the public domain
Planning Documentation C: STF summative report	A comprehensive summative report, including analysis of STF, compiled by CILIP management.	In the public domain
Planning Documentation D: Strategy PowerPoint presentations used at consultation events	5 iterations of the presentation used by the CILIP CEO at face-to-face consultation events.	Multiple versions shared privately
Planning Documentation E: Final draft action plan	Final draft version of the CILIP strategy developed from STF.	Shared privately
Planning Documentation F: Final published action plan	First version of the CILIP strategy developed from STF. Document published on the CILIP website in July 2016.	In the public domain
Planning Documentation G: Draft CILIP Manifesto (for the Information, Knowledge and Library Sectors)	Manifesto by CILIP for working with government, and public/private sectors to develop policy.	Shared privately
Planning Documentation H: Strategic planning documents relating to previous strategies/open strategy attempts at CILIP	23 strategic planning documents relating to previous planning cycles.	Shared privately

Table 4.9: Detailed overview of formal strategic planning documents used to explore the CILIP case study

The data in these documents provided both a valuable insight to strategic practices used by CILIP, and rich strategic content emerging as an outcome from the STF consultation.

4.5.3.4 Other documentation data

A variety of other documentation were collected through field work. Examples include webpages and electronic documents used by CILIP management, primarily to communicate about the OS process. Publicly available documents and those shared by participants include board meeting minutes, newsletters and group consultation

responses. *Table 4.10* provides an overview of the other documentation data collected.

Other Documentation Type	Description
Other Documentation A: Group consultation responses (regional networks/special interest groups) using STF consultation document	4 Consultation responses completed by CILIP regional networks and special interest groups collectively, and sent to the CEO in PDF format.
Other Documentation B: News articles/website articles/articles in CILIP Update magazine	Relevant articles relating to STF, and relevant strategic outputs.
Other Documentation C: Newsletters (CILIP wide and regional)	Relevant newsletters relating to STF, and relevant strategic outputs.
Other Documentation D: My Library by Right campaign articles and output (priority from STF)	Outputs relating to the My Library by Right campaign; one of the main strategic priorities emerging from STF.
Other Documentation E: Membership model output (priority from STF)	Outputs relating to the membership model consultation; one of the main strategic priorities emerging from STF.
Other Documentation F: KIM SIG articles and output (priority from STF)	Outputs relating to the new KIM SIG; one of the main strategic priorities emerging from STF.
Other Documentation G: Output from previous member engagement activities	Documentation relating to the 2014 membership survey, the CILIP name change survey, and the defining our professional future consultation.
Other Documentation H: Meeting minutes and transcriptions from STF consultation events	Minutes and transcriptions completed by CILIP members or staff who attended STF consultation events.
Other Documentation I: Minutes from board meetings	Minutes and other documents from 7 board meetings from July 2015 to September 2016.
Other Documentation J: Blog posts	Blog posts relating to STF, and relevant strategic outputs.

Table 4.10: Other documentation used to explore the CILIP case study

These proved valuable in adding richness to the other data collected, such as to complement the participant observation data, and details of action taken by CILIP following the STF consultation, complementing understanding of realised strategic content through OS.

4.6 Data Analysis Approach

The data analysis approach adopted in this research follows the data display and analysis method outlined by Miles and Huberman (1994), combined with considerations from the SaP (e.g. Balogun, 2004; Jarzabkowski et al., 2007) and AT

literature (Yamagata-Lynch, 2010). Miles and Huberman's (1994) data analysis approach outlines three central activities, namely: data reduction, data display, and conclusion drawing and verification. Saunders and colleagues (2009, p.505) describe this approach as being a process of "data display and analysis", stating that "data display and analysis is suited to an inductive strategy to analyse qualitative data". These activities are detailed by Miles and Huberman (1994, p.10-12) as:

- Data reduction: "refers to the process of selecting, focusing, simplifying, abstracting, and transforming the data that appear in written-up field notes or transcriptions. Data reduction occurs continuously throughout the life of any qualitatively oriented project. Even before the data are actually collected anticipatory data reduction is occurring as the researcher decides which conceptual framework, which cases, which research questions, and which data collection approaches to choose. As data collection proceeds, further episodes of data reduction occur (writing summaries, coding, teasing out themes, making clusters, making partitions, writing memos).
- Data display: represents "organized, compressed assembly of information that permits conclusion drawing and action. Looking at displays helps us to understand what is happening and to do something- either analyze further or take action- based on that understanding". Displays might "include many types of matrices, graphs, charts, and networks. All are designed to assemble organized information into an immediately accessible, compact form so that analyst can see what is happening".
- Conclusion drawing and verification: characterises the activity whereby "from the start of data collection, the qualitative analyst is beginning to decide what things mean- is noting regularities, patterns, explanations, possible configurations, causal flows and propositions". 'Final' conclusions here may not appear until data collection has formally been concluded, depending on the size of the corpus of field notes. However, they often have been prefigured from the beginning, even when researchers claim to have been proceeding inductively. Conclusion drawing is "only half of the Gemini configuration" and conclusions are also verified as the analyst proceeds. Verification may be "as brief as a

fleeting second thought crossing the analyst's mind during writing", alternatively it may instead be thorough and elaborate. The meanings emerging from the data must be tested for their plausibility, and their 'sturdiness' and 'confirmability', this ultimately being their validity. Otherwise "we are left with interesting stories about what happened, of unknown trust and utility".

From the SaP literature, Balogun (2004) recommends the addition of a fourth activity, and this posits that researchers should deliberate comparisons with theory. This fourth activity compares the conclusions from empirical work with current theories, and this helps to clearly define a contribution and to ensure theoretical discussion is considered. Balogun considers that this is particularly useful for the main discussion of research, and thus this component of the inductive data analysis model is used here primarily in the discussion chapter. *Figure 4.3* shows components of inductive data analysis as an updated interactive model, based on an original conceptualisation by Miles and Huberman (1994, p.12) and updated adaptation by Balogun (2004, p.3).

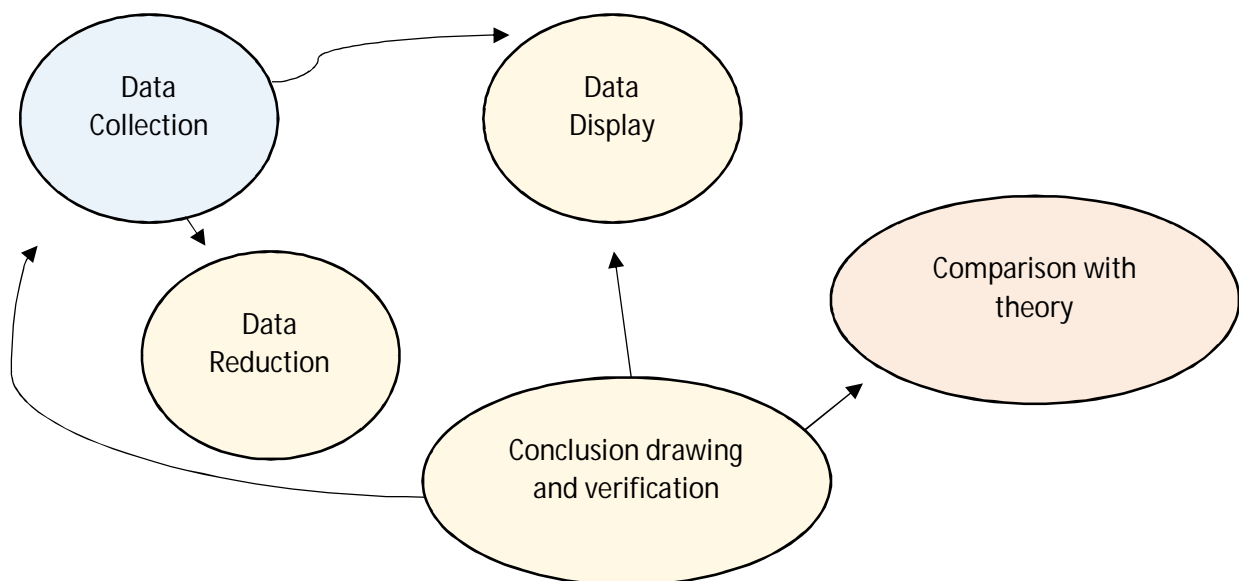


Figure 4.3: Components of inductive data analysis as an updated interactive model (adapted from Miles and Huberman, 1994, p.12; Balogun, 2004, p.3)

These activities are detailed further in this section, more specifically in relation to their use in the analysis of data in this thesis.

4.6.1 Early steps in analysis

Miles and Huberman (ibid, p.50)³⁹ outline eight main, and seven supplementary approaches that can be followed by qualitative researchers which they describe as being “useful during the early stages of a study”. Such steps are used to help organise data, ready for later, more in-depth analysis (such as by using displays). In line with Miles and Huberman’s theory of data reduction through the qualitative data analysis process, three main approaches were used during the early steps in analysis while still in the field, these being; a research diary⁴⁰ containing contact summary sheets and document summary forms, initial coding, and memos.

A detailed research diary was used throughout stages of data collection and analysis. A research diary is particularly useful for qualitative, inductive research, as the researcher is an active, valid part of the research setting, thus the ideas, feelings and perceptions of the research tend to naturally become part of the data that results from empirical work (Saunders et al., 2009; Gray, 2014). Without a research diary, researchers can tend to end up with a seamless web of ideas (Silverman, 2000). The research diary followed no structure or method, as there are no single correct forms of a research diary (Silverman, 2000). However, the research diary was used to keep clear records and be reflective about the process and data being collected. Contact summary sheets were used to summarise and focus each contact with a participant, following questions such as what people, events, or situations were involved? and What were the main themes or issues in the contact?⁴¹. Document summary forms were similarly useful for summarising various secondary documentation data collected, and as Miles and Huberman state (ibid, p.54) such forms are useful when “you need to know the document’s significance: what it tells you and others about the site that is important”.⁴² The initial codes were drafted during the data collection process, and as data were collected it was organised into initial lists of codes. Again, these codes were integrated into documents which formed the research diary, such

³⁹ The below references to Miles and Huberman are direct references to Miles and Huberman (1994).

⁴⁰ Although Miles and Huberman (1994) do not explicitly state the use of a research diary, an electronic and paper based diary was used to organise all field notes, including formal documents such as contact summary sheets and document summary forms.

⁴¹ Example contact summary sheet template is available in the appendices (appendix C).

⁴² Example document summary form template is available in the appendices (appendix D).

as in contact summary sheets and documentary summary forms to begin categorising information. Memos are useful for providing a “commentary on what was happening or what you were doing during your research project” (Myers, 2013, no pagination), and memos were used to reflect on the research project more generally. Memos, which did not in all cases relate to data analysis, included summarising and organisation of:

- Details of possible research gaps and foci based on literature read, in the early stages of the research.
- Experiences from conferences, training events, and discussing work and research methodologies with others.
- Reflections made during everyday progress through data collection and analysis.

Ultimately, these methods contain useful means of both summarising and thinking about data in the early stages of analysis.

4.6.2 Within-case analysis

The main analysis follows a within-case approach, which Miles and Huberman (1994, p.90) posit as suitable for analysing data “about the phenomena in a bounded context that make up a single ‘case’”. Such analysis methods can be used during or after data collection has been completed, and rely heavily on progress made with early steps in the analysis. Here, most of the within-case analysis occurred after completion of the semi-structured interviews and observations.

This main within-case analysis is also where the activity framework for SaP was introduced into the analysis process. Following the collection of the main data for the case (semi-structured interviews, observations, primary documentation data), the data were re-examined, coding commenced, and networks (using the AT framework) were produced for the case, based on (open) strategising practices. The main analysis process followed several stages, in line with other strategy practice literature using both Miles and Huberman’s approach and the activity framework for SaP (e.g. Jarzabkowski and Balogun, 2009; Leonard and Higson, 2014).

4.6.2.1 Data analysis using NVivo 10 software

It was decided, as is increasingly common in qualitative research (Saunders et al., 2009), to utilise computer aided qualitative data analysis software (CAQDAS) to help with storage, organisation and analysis of the qualitative data collected as part of this research. To Saunders and colleagues (ibid) using CAQDAS presents a useful means of recording and coding data, in addition to being a useful tool for retrieval of data in forms such as reports and through graphical representations. Both Nvivo 10 and Atlas.ti 7 CAQDAS packages were tested, and Nvivo software was found to be the most useful for assisting in the data analysis process, primarily due to its relative ease of use, but also due to the availability of training materials to familiarise with more advanced features⁴³. *Figure 4.4* shows the main structure of sources displayed in Nvivo 10.

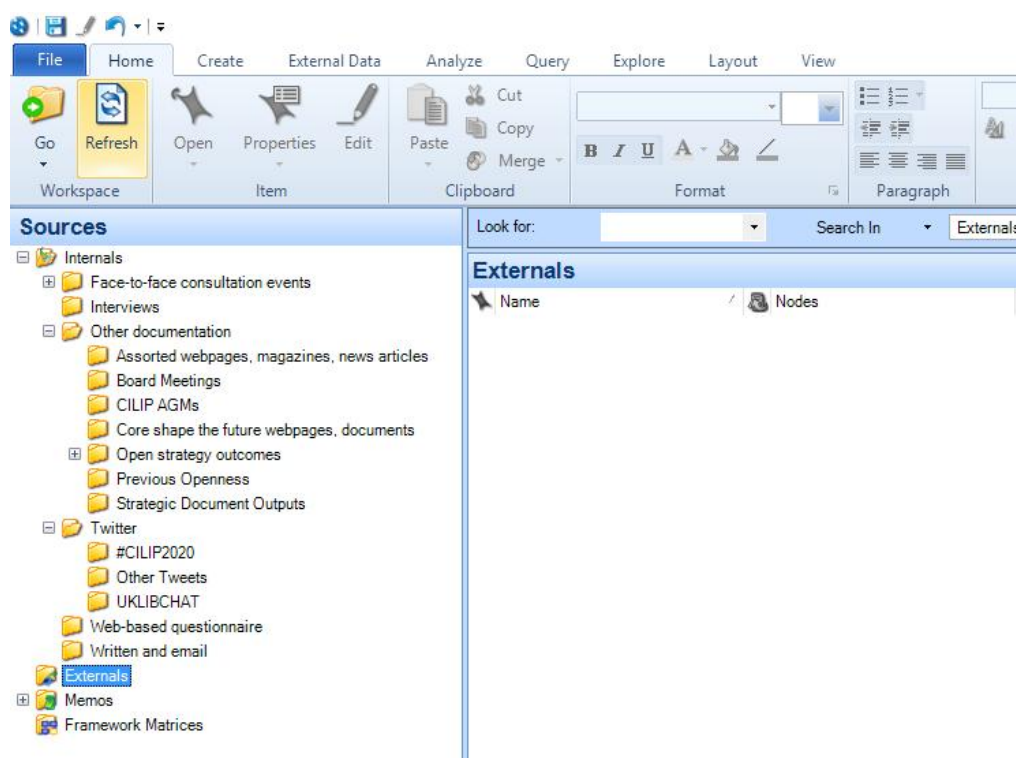


Figure 4.4: Main structure of data sources in Nvivo 10

Overall, Nvivo 10 software was particularly useful in this project for initial and main coding processes, and for organising data in relation to the activity framework for SaP.

⁴³ Additionally, workshops through the Loughborough University Business School were attended, which offered basic training with Nvivo software.

4.6.2.2 Stage 1: Identification of stages and activity systems

The first stage of the analysis involved mapping the case story (Langley, 1999), and identifying the main phases relevant to the case being studied (Jarzabkowski et al., 2009b). To achieve this, an “Event Listing” matrix was used, a form of data display which Miles and Huberman (1994, p.111) suggest “arranges a series of concrete events by chronological time periods, sorting them into several categories”. This was particularly useful in terms of organising both the empirical and secondary forms of data. As the activity framework for SaP acts as the framing and main theoretical and analytic lens through which the practices of OS are explored and explained in relation to the main research question, it was also important to identify the main activity systems through which the analysis could be constructed. The activity systems were foremost identified through different ‘practices’ of OS, with these being the dominant analytical focus (Jarzabkowski et al., 2007). It was also important to identify different groups of key ‘practitioners’ and stakeholders, and convey their position in open strategising activity. The attempt to build relations between related empirical concepts and associate their relevant activity with stakeholders was also useful for grounding the conceptualisations resulting from this research in the data (Henfridsson and Lind, 2014).

Ultimately this enabled conceptualisation of the main practices of OS, and aids exploration of research question 1a; *‘What are the specific practices used for open strategising?’*

4.6.2.3 Stage 2: Detailed coding and development of narratives

Coding was used during the next stage. Coding is one of the most common devices in qualitative research for organising information and subsequently supporting analysis, and is particularly useful for “assigning units of meaning to the descriptive or inferential information compiled during a study” (Miles and Huberman, 1994, p.56). For coding, the approach of Saldaña (2009)⁴⁴ was adopted, which emphasises two main stages, namely: first cycle coding and second cycle coding. First cycle codes “can range in magnitude from a single word to a full sentence to an entire page of text”,

⁴⁴ Also relevant here is the third edition of Miles and Huberman’s *Qualitative Data Analysis*, updated by Saldana and inclusive of this approach to coding (Miles et al., 2013).

and here codes were applied to sentences and paragraphs, capturing richness (Saldaña, *ibid*, p.3). In second cycle coding, the aim “is to develop a sense of categorical, thematic, conceptual, and/or theoretical organization from your array of First Cycle codes” (Saldaña, *ibid*, p.149), and thus in this stage first cycle codes were refined through categorical and thematic grouping. Although initial codes might be devised during data collection, they are more frequently revised in-depth after data collection has been completed (Miles and Huberman, 1994; Miles et al., 2013). Coding was applied to all the main data collected, including semi-structured interview transcripts, observation transcripts, Twitter data, web-based questionnaires, formal strategic planning documents, and, where relevant, to other documentation. The first cycle codes were broad with 261 in total, and they were each given a relevant name in Nvivo according to the theme they represented (*Figure 4.5*).

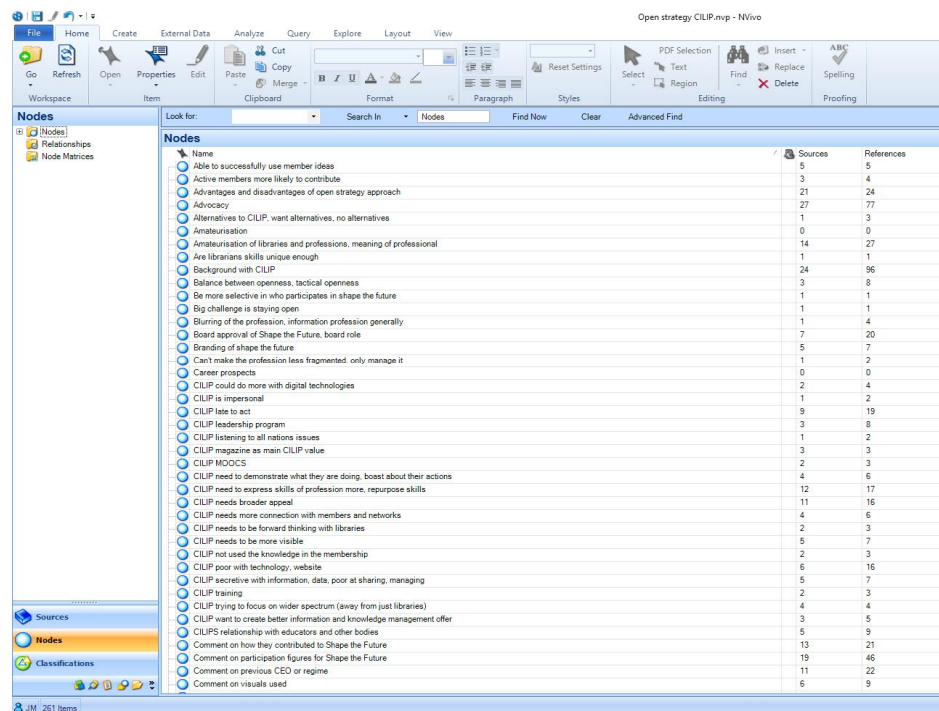


Figure 4.5: First cycle codes displayed in Nvivo 10 software

The first cycle codes were then refined and similar codes were grouped and merged. Thus, codes were “recoded as needed, then categorized according to similarity during Second Cycle coding” (Saldaña, 2009, p.149-150). Categorisation was based on both the research focus outlined in the conceptual framework, and the research questions (Miles & Huberman, 1994). The second cycle coding process resulted in 7 main categories, containing 52 codes (*Figure 4.6*)

The screenshot shows the NVivo 10 software interface. The main window displays a table of nodes with the following data:

Name	Sources	References	Created On	Created By	Mod
Background	24	154	15/11/2016 17:	JM	15/
Strategy Output	54	378	15/11/2016 17:	JM	10/
Professional Tensions	44	786	15/11/2016 17:	JM	16/
Shape the Future and Open Strategy Process	74	1579	15/11/2016 17:	JM	09/
Leadership at CILIP	45	320	15/11/2016 17:	JM	15/
Organisational Tensions	46	2188	15/11/2016 17:	JM	16/

Figure 4.6: Second cycle categories and codes displayed in Nvivo 10 software

Additionally, stage 2 of the analysis involved writing rich narratives for each of the activity systems and associated main practices identified in the previous stage (Langley, 1999; Jarzabkowski and Balogun, 2009). In line with the interpretivist approach adopted, the use of narratives provides useful means of organising and making sense of rich data (Langley, 1999). Further, Miles and Huberman (1994) explain that narratives represent a form of both reduction and display by which complicated ‘things’ are made more understandable. Particularly important here is identification and documenting of the experiences and opinions of research participants (Yamagata-Lynch, 2010), providing a conception of the organisational phenomena at hand through understanding of experience of the real-life case context and its richness and complexity (Langley, 1999).

4.6.2.4 Stage 3: Activity system analysis of narratives

Analysis stage 3 represented the main stage of analysis in relation to the activity framework for SaP. Although text is a useful mode of display for qualitative researchers, “extended, unreduced text alone is a weak and cumbersome form of display” as it is not easy to see as a whole (Miles and Huberman, *ibid*, p.91). Thus, the narratives in stage 2 are developed further here by presenting these in a coherent and logical structure, using the activity systems outlined in stage 1. An AT analysis approach of conducting an activity system analysis of narratives was thus adopted

(Yamagata-Lynch, 2010), which primarily involved comparison between narratives and activity systems, a finalising of narratives and activity systems, leading to identification of substantiated findings. The coding refined in stage 2, including the experiences and opinions gathered through semi-structured interviews, thus provides rich narrative for each activity system. For example, the activity system representing Twitter as a practice of (open) strategising links directly with Twitter documentation data, whilst interviews and other documentation add depth to certain emerging themes, such as rationale for use of strategising practices, and understanding of specific competing demands.

Further, the analysis here was directed through narrowing strategy praxis into several activities that could be active in different environments or contexts under study (Mwanza, 2001; Mwanza and Engeström, 2003). Consistent with the activity framework for SaP, the analysis approach sought to outline the objective of the activity, the main actors involved (subject(s) and community), and the (open) strategising practices used. It was also important to illuminate the opinions of the subject(s) and community regarding practices, as a means of understanding the significance of each practice in open strategising. Lastly, the outcome of the activity, particularly in relation to understanding the competing strategic demands of actors involved in open strategising over time, was also outlined. This meant that the output could be summarised through graphical activity system displays, emphasising the components in relation to Jarzabkowski's framework (Miles and Huberman, 1994). Thus, the structure here for the analysis broadly focuses on an overview of the main activity (subject, community, practice(s)) and then the main outcome (emerging object, highlighted competing demands and strategy contents). The graphical activity systems used arrows to emphasise the dominant activity in each, including through demonstration of how practices constrain and enable interaction between practitioners and the community, how top management shape and are shaped by activity, and the community contribute to and resist activity through these practices in relation to goal-directed activity and realised outcomes (competing demands) (Jarzabkowski, 2005). Further, of importance in the graphical representation was the directive significance of interaction by practitioners and the community with different (open) practices of mediation in the flow of praxis overtime (Jarzabkowski, 2010). What were designated as 'modes' of open strategising activity were a major outcome in the understanding

derived from the activity systems and connect to each practice in the phases of OS. Classification of the activities here offer more detailed explication of the notions of strategic transparency and inclusiveness, particularly in relation to the case context OS initiative (Jarzabkowski and Seidl, 2008; Gegenhuber and Dobusch, 2017).

Stage 3 thus explored research questions 1b; *'How do these practices enable different dynamics of open strategising activity?'* and 1c; *'What are the competing demands which arise through open strategising activity?'*

4.6.2.5 Stage 4: Understanding open strategy and its role in legitimisation

Analysis stage 4 was imperative to understanding how different activities of OS, as illuminated through the narratives and activity systems in stage 3, relate explicitly to legitimisation. Key to linking OS to legitimisation was the insight from each stage of the OS initiative, and the dynamics or 'modes' of open strategising identified, including the generation of strategic contents, and how these contents are then perceived and may or may not lead to realised strategic actions. Further, synthesising OS with legitimacy required an assessment of how OS modes relate to the managing of legitimacy, and legitimacy outcomes and effects (Suddaby et al., 2013). Equipped with these concepts on managing legitimacy, the specific modes of open strategising identified in the previous stage were linked to specific legitimisation outcomes, and then it was the aim to more explicitly understand what effect these modes had on managing legitimacy in each phase of OS.

For example, in understanding the antecedents of legitimacy types, it was possible at this stage to understand how specific OS activities and resultant actions were consistent with managing legitimacy. Key here were insights derived from all the rich empirical data, supported heavily by the secondary data, with the main outcome being insight to how each phase and corresponding practices and modes of OS linked to explicit means of managing legitimacy in the flow of strategy praxis over time (Miles and Huberman, 1994; Gegenhuber and Dobusch, 2017). A display was used here to conceptualise the phases of OS, the practices and modes identified, and their link with legitimisation as a process (Miles and Huberman, 1994; Dowling and Pfeffer, 1975).

Stage 4 therefore explored the final research question, question 1d; *'How do the dynamics of open strategising activity relate to a process of legitimation for managing competing demands?'*, ready for more in-depth discussion relating to the main research question.

4.6.2.6 Stage 5: Drawing conclusions and comparisons with theory

The final stage of analysis involved grouping the previous stages, and drawing conclusions. As was noted in the outlining of Miles and Huberman's (1994) interactive model, the main detail emerging from this stage of the analysis typically appears in the discussion chapter, and here it follows the outlining of how identified modes of open strategising activity lead to certain legitimation actions in the analysis chapters.

Conceptually ordered displays (Miles and Huberman, 1994) were used here to group and order the activity systems from stages 1 and 3, and thus begin to more formally conceptualise OS as a process of legitimation in the case pluralistic context. Comparison with theory (Balogun, 2004) was, therefore, particularly important in linking the literature on legitimation processes to an emerging process conceptualisation of OS as legitimation (Henfridsson and Lind, 2014), which further developed the display developed in the analysis and findings chapter as discussed in stage 4. Building on the analysis chapters, and in discussing the research and its findings, the OS and legitimation bodies of literature were turned to, particularly in exploring the plethora of legitimation strategies, including those for managing legitimacy in pluralistic contexts (e.g. Suchman, 1995; Scherer et al., 2013; Baumann-Pauly, 2016).

Therefore, stage 5 unites all stages of the analysis, whilst situating the analysis in the existing literature to provide a basis for answering the main research question; *'How does an open strategy approach represent a process of legitimation for managing the competing demands of organisational stakeholders?'*

4.7 Quality and Qualitative Research: Rigorous and Relevant Research

Questions of quality, particularly in relation to rigour and relevance are at the forefront of research projects, particularly for the case study method because of the reliance on data generated from limited or particular samples or situations (Gray, 2014). One criticism levelled at qualitative approaches is that they are “‘unscientific’, anecdotal and based upon subjective impressions” (Gray, *ibid*, p.181). Further, the focus on richness and particular concepts can mean that issues of generalisability can become apparent (Saunders et al., 2009; Gray, 2014). Most commonly, two main issues relating to rigour and qualitative research are discussed; validity and reliability. Validity is broadly concerned with the accuracy and truthfulness of scientific findings, and oftentimes is separated into internal and external distinctions. Internal validity relates to the extent to which research findings are a true representation of reality rather than being the effects of other variables, whilst external validity addresses the degree to which such representations of reality are applicable across groups (Gray, *ibid*). Reliability is broadly concerned with the consistency, stability and repeatability of participant accounts as well as the researchers’ ability to collect and document such accounts accurately (Golafshani, 2003). Whilst validity and reliability represent common terminology in quantitative research, they have been adopted by those conducting qualitative research (Guba and Lincoln, 1985; Gray, 2014), and represent two factors which any qualitative research should consider in designing and conducting research (Patton, 2002; Golafshani, 2003). Guba and Lincoln (1985), for example, have outlined criteria for assessing quality in qualitative research and a framework to translate key criteria from positivist, quantitative research into terms more suited to naturalistic, qualitative work. Widely used by qualitative researchers, this framework adopts the term credibility for internal validity, transferability for external validity and generalisability, and dependability for reliability (Guba and Lincoln, *ibid*). Such terminology acts as a more unique vocabulary for qualitative scholars in evaluating the quality and scientific merit of their work (Golafshani, 2003), and is adopted in this research project.

Several approaches were considered in this research to ensure credibility, transferability and dependability in the qualitative design (Guba and Lincoln, 1985;

Gray, 2014). This included offering transcripts and findings to participants as a form of 'member checking' and 'participant review' for establishing that the results of the qualitative work were credible and believable from the perspective of the participants (Guba and Lincoln, 1985; McMillan and Schumacher, 1997). The longitudinal nature of the case study enabled prolonged and persistent field work, whilst the triangulation of data sources was also a form of credibility, in particular the use of participant recorded perceptions in secondary documentation, such as the CEO's summative report of the STF consultation. Further, analytic and presentational techniques for credibility and transferability included the use of a research diary and memos, providing thick descriptions, and providing evidence to support researcher interpretations (Whittemore et al., 2001). In relation to dependability, the different stages of coding, including the stages of re-coding through refining codes helped to ensure interpretation of data was accurate and consistent (Guba and Lincoln, 1985). Ensuring research is relevant is also important in qualitative work, and to ensure relevance the research endeavoured to make outputs relevant to practitioners, with an emphasis on being practical and relevant to practice (Myers, 2013). The research design, and practice approach to studying strategy, also guided this aspect of relevance (Johnson et al., 2007). In addition, it was negotiated to share findings through the CILIP community, including sending early finding to participants, and by arranging to publish final findings in the CILIP update magazine, meaning a practical contribution is also explicitly made, in addition to plans for theoretical and empirical contributions in academic outputs.

4.8 Practicalities, Resources and Ethical Considerations

Practicalities such as resource and time constraints are serious considerations for research projects, as they can impact their success (Myers, 2013). Data collection took place with actors associated with the participating organisation, so having access to people at different levels of the organisations was essential over an adequate period to enable data collection until a point of saturation. In terms of equipment, the main items used were a voice recorder and transcription pedal for the interviews, and audio recordings were listened to at a later stage to create detailed transcripts for the analysis and discussion. There were also incidental costs such as travel, particularly as interviewees were located in different parts of the United Kingdom. Ethical issues

are also an essential consideration for researchers (Saunders et al., 2009), and whilst no major ethical concerns were highlighted with regard to this research, there were still actions needed to ensure no breaches of ethical guidelines occurred, including the Loughborough University code of ethics. An ethical clearance checklist was thus completed and approved by the university. Permission was sought from the participants for the recording of interviews, and for the data to be securely stored and only be used for the purpose of the research project. Participants were given an information sheet before commencement of any data collection. This explained the research purpose, allowing the option to withdraw at any time and all participants were offered access to anonymised research findings⁴⁵.

4.9 Chapter Summary

This chapter represents the various aspects which make up consideration of a research methodology. The choices adopted here enable the research aims and developed research questions to be achieved. *Figure 4.7* adapts the model of qualitative research shown previously (*Figure 4.1*), and presents this in the perspective of this methodology to conclude the chapter. As part of the research methodology the chapter has broadly covered the subject of research philosophy, research method, data collection and analysis approaches, in addition to consideration of quality, practicalities and ethics in qualitative research. In line with the qualitative case study design for this research, the chapter is a relevant and detailed precursor to exploring the specific case study context. CILIP as the case study context is detailed thoroughly in chapter five.

⁴⁵ A detailed overview of ethical clearance and considerations can be seen in the appendices (appendix E).

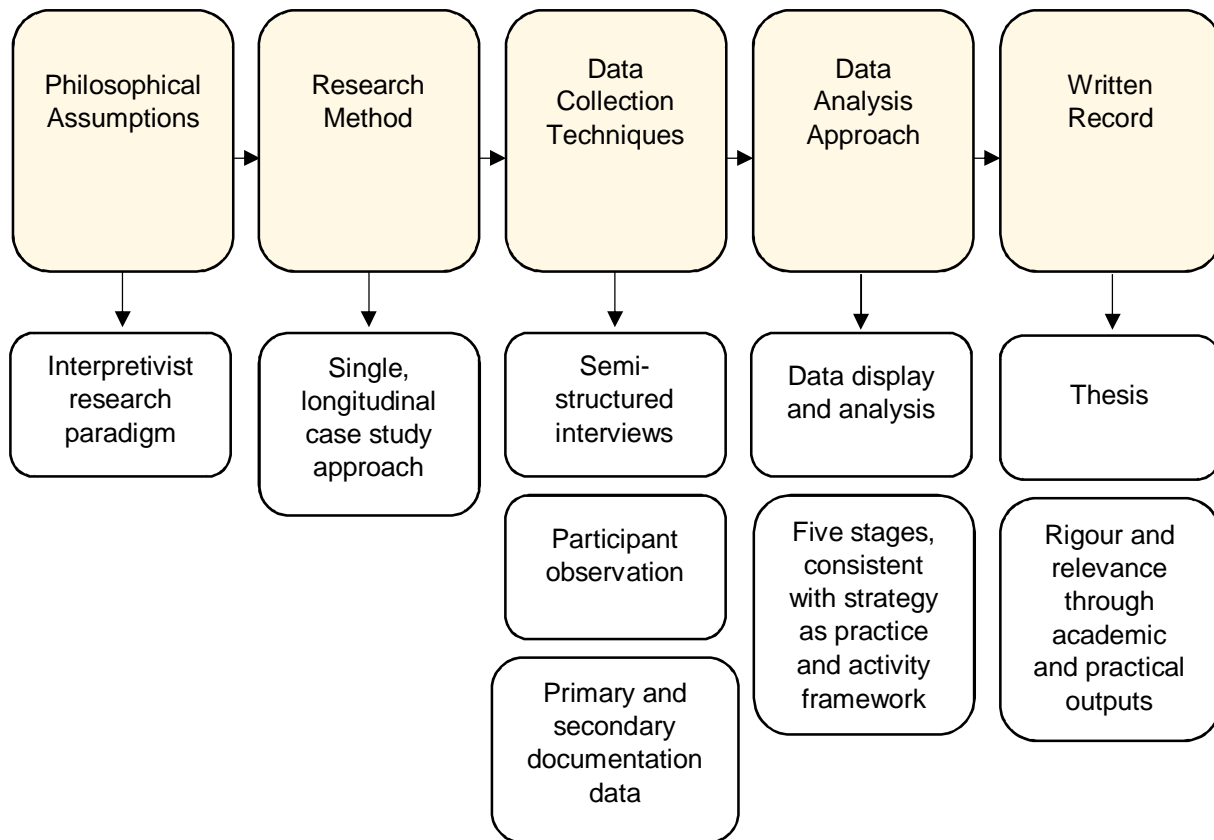


Figure 4.7: The model of qualitative research design in perspective

The data analysis approach discussed provides grounding for the main empirical parts of this work, along with the background to the research set throughout chapters two and three. To summarise, this research adopts a qualitative stance on research, taking an interpretivist view to questions of ontology, epistemology and methodology. A case study method is used, more specifically a single embedded case study type, to provide deeper understanding of the real-world setting explored here. The research uses multiple techniques for collecting the data, to achieve a technique based triangulation of the data. Secondary data is also significant, and has been detailed in this chapter.

5. Case Study Context

5.1 Introduction

This chapter introduces and provides a brief history of the Chartered Institute of Library and Information Professionals (CILIP), the main focus of this research. This brief history of CILIP covers the origins of the organisation, its structure, and its core purpose as a professional association. The emphasis here is on CILIP as an organisation which has been in the midst of a 'legitimacy crisis' (Suchman, 1995) since its inception in 2002, with the narrative in this chapter drawing on some of the most prevalent challenges to its existence⁴⁶. This includes historically weak leadership, an unclear mission and offer, plummeting membership levels, an unsustainable business model, and siloed interest groups with competing views on what CILIP's core purpose should be. The CILIP STF consultation is introduced to conclude this chapter, as the main point of interest for the empirical work in this thesis.

5.2 Professional Associations in the UK

A professional association is an organisation comprising groups of people in a learned occupation who are entrusted with maintaining control or oversight of the legitimate practice of their profession (Greenwood et al., 2002; Lester, 2009; Harvey, 2017). Professional associations are foremost existent to safeguard public interest, as "this is what gives them their legitimacy" (Harvey and Mason, 1995; Harvey, 2017, no pagination). Whilst some professions make membership to their professional associations compulsory, membership is frequently optional, with those joining seeking to benefit from their core offerings, such as professional recognition, development and networking opportunities. Compulsory membership often depends on whether the professional is required to have a licence to practice, or to be on a professional register in order to do their job (Lester, 2009). Common examples include the fields of Law and Medicine. Professional associations are typically third sector, not for profit organisations and rely on membership fees to fund their operations (Harvey and Mason, 1995). In the UK, the Government has a regularly updated record of all

⁴⁶ The sources used in this narrative comprise reports and papers compiled by CILIP, and reports, papers and blogs authored by members of the CILIP community.

professional associations, or what it calls “professional organisations and learning societies” (UK Government, 2017, no pagination).

There are a number of core roles for professional associations. This includes: safeguarding public interest, representing the interest of professional practitioners and contributing to continuing professional development (CPD), and representing its own self-interest and to maintain its own privileged, potentially powerful position (Harvey and Mason, 1995; Lester, 1999). Harvey and Mason (1995) emphasise that control legitimated by public interest can therefore become confounded by control based on self-interest of those at the helm of professional associations. Broady-Preston (2006, p.51) instead highlights four main roles for professional bodies, these being: delineation of a professional skill and knowledge base, requirement for intellectual and practical education and training, maintenance of professional integrity via an ethical and disciplinary framework, and devising of a sound strategic direction. Further, it is stressed that this strategic direction should operate on three levels: establishing its mission, purpose and long-term orientation, providing governance structures which facilitate the implementation of strategies and plans, and the provision of relevant services for members, including representation, advocacy and practical support (Broady-Preston, *ibid*). Ultimately, the role of professional associations, and their purpose in the UK is well established, and they represent an important arena for advocacy and professional recognition and development.

5.3 CILIP’s Structure

The Chartered Institute of Library and Information Professionals (CILIP) is a professional association representing those who work in Library and Information based professions in the United Kingdom (UK) (England, Scotland, Wales and Northern Ireland). The organisation is a registered charity, and was formed in 2002 as the result of a merger between the Library Association and the Institute of Information Scientists. The Library Association was founded in 1877 and was awarded a Royal Charter in 1898, whilst the Institute of Information Scientists was founded in 1958, over 80 years later. CILIP continues to operate in accordance to its Royal Charter which outlines its core charitable purpose, and the Royal Charter dictates any changes that are made to CILIP’s bye-laws (CILIP, 2017a). Although CILIP has grown into an

established professional association in its own right, since the merger of the two erstwhile professional bodies CILIP has found great difficulty and received much criticism for failing to develop its own unique identity, and has struggled to clearly and consistently “establish itself, and to delineate its strategic, tactical and operational agendas” (Broady-Preston, 2006, p.61).

5.3.1 The CILIP board and presidential team

CILIP has a specific governance structure, as show in *Figure 5.1* (CILIP, 2017a).

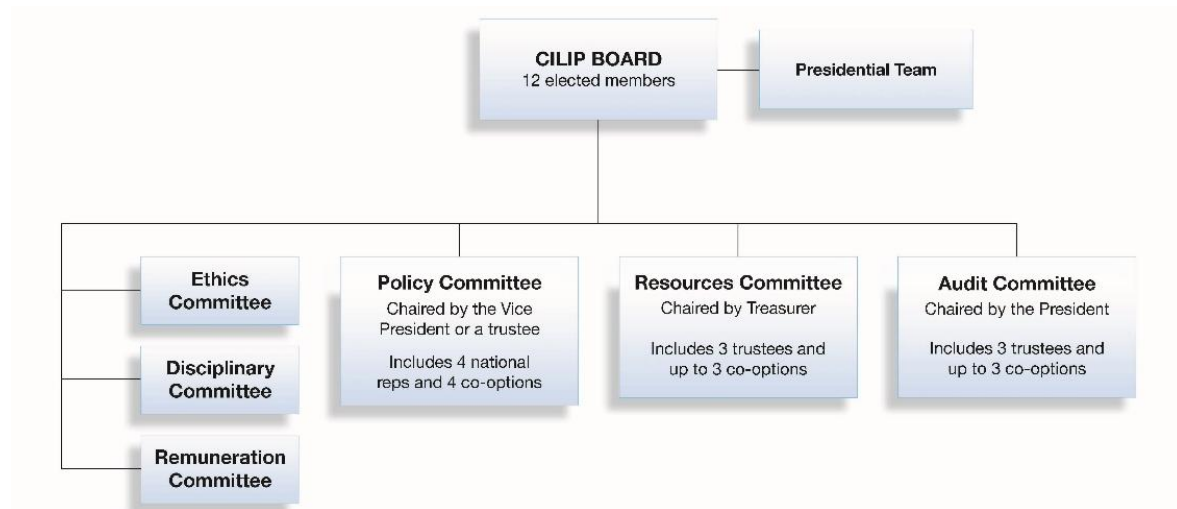


Figure 5.1: Overview of CILIP board structure with presidential team and committees (CILIP, 2017a)

CILIP is governed by its board which consists of the decision-making body that governs the work of the organisation, and sets its priorities and strategic direction. CILIP allows for 12 Board Members, each democratically elected by the members of the organisation. It is a requirement that all those elected to the board are active library and information professionals, and CILIP members. In this vein, board members will typically have significant experience of the profession as a whole. In addition to everyday governance of the organisation, such as financial planning and supporting of membership services, the board is tasked with renewal and operationalisation of the strategic direction of CILIP. The board consists broadly of a chair of the board, vice-chair, honorary treasurer, and members of the board. There also exists a presidential team who are part of the board, but do not retain voting rights, and the president of CILIP is viewed as an honorary role with representation changing annually. The president and presidential team of vice-president and immediate past-

president are elected by members. CILIP also has several established committees, each of which has a role in helping to deliver the aims and objectives of the organisation as a membership body and registered charity. The policy, resources and audit committees report directly to the CILIP board, whilst the ethics, remuneration and disciplinary committees are convened only when necessary. In addition, there are numerous time-limited project boards which deliver and contribute to major strands of work in CILIP's business plans and wider organisational strategy (CILIP, *ibid*). However, despite conducting rigorous reviews into its governance in recent years, CILIP has historically had difficulties and perceived failings in its leadership (Bradley, 2013). Over time, CILIP CEO's have held differing philosophies on what the core purpose of a professional body should be. This has been particularly evident through the organisation's stance towards advocacy, CPD, and marketing (Broady-Preston, 2006; Farrington, 2014), which CEO's and top management have prioritised in different ways. Thus, leadership and governance remains a key issue in CILIP's legitimacy as the professions principle professional association.

5.3.2 CILIP headquarters

In addition to the voluntary positions taken up by those on the CILIP board and presidential team, CILIP also employs paid staff based at their offices in Ridgmount Street, London. Ridgmount Street is located in what is commonly referred to as the 'Knowledge Quarter'⁴⁷ in central London (CILIP, 2017a). The staff based at the headquarters are responsible for everyday operations, and provide support and services for the CILIP membership. The organisation comprises of staff in several core areas, including the chief executive and senior management team, who support the board in governance and strategic direction of the organisation. Additionally, there are staff charged with conferences and events, communications and campaigns, human resources and facilities, finance, ICT and web-services, membership administration and services, and policy (CILIP, *ibid*). The headquarters building has historically been a contentious issue between CILIP and its membership, particularly due to its location, and its value. For example, it has been documented in previous consultation exercises

⁴⁷ The knowledge quarter consists of a cluster of higher education institutions, cultural institutions, museums and galleries and partner organisations in a small area around King's Cross, the Euston Road and Bloomsbury. Examples include the British Library. See: <http://www.knowledgequarter.london/>

(e.g. CILIP, 2010) and membership surveys (e.g. Stevens-Burt, 2015) that this is a point of contention for members who believe CILIP could use the money generated from the sale of the headquarters to benefit members in other ways such as CPD (Caldwell, 2006; CILIP, 2010). CILIP members have also called “for CILIP to sell its London headquarters and invest the proceeds in member services” (Caldwell, 2006, p.3). Ultimately, it has been stressed that moving the headquarters more centrally in the UK would reduce perceived current London-centricity of the organisation (CILIP, 2010; Stevens-Burt, 2015) and therefore increase access for all members.

5.3.3 The CILIP membership

As a professional association, CILIP is hugely contingent on its membership as not only its purpose for existence but also as its primary source of income. This is evident from CILIP’s annual financial reports with membership subscriptions accounting for 36% of income in 2015, for example (Hosking, 2016). Being a CILIP member is not necessary for working in library or information based jobs or roles in the UK, however a core benefit of membership to any professional association is the opportunity for CPD and networking opportunities, in addition to the possibility to work towards chartership (Harvey and Mason, 1995). Members can achieve chartership through an evaluative process in which they are approved as per their professional experience, and are awarded post nominal letters; MCLIP for chartered members, and FCLIP for those who achieve Fellowship. In the past, most professional posts (those requiring qualifications) relating to the library and information profession required CILIP chartered status (CILIP, 2017a). However, the past decade has seen increasingly widespread ‘de-professionalisation’ and ‘amateurisation’ of the profession and its sectors, which has resulted in chartership no longer being a sought-after requirement by employers (Caldwell, 2006; Reynolds, 2012; Onwuemezi, 2015). This has led to many members questioning the value of CILIP, particularly in relation to its main tangible offering of professional chartered status (Caldwell, 2006; Stevens-Burt, 2015).

Decreasing membership numbers in CILIP have also been a sizeable problem since its inception in 2002, and numbers have been steadily declining year on year. *Table 5.1* shows approximate numbers of CILIP members since its creation (CILIP, 2016).

Year	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Approx. Number of members	23000	22600	21000	20300	19900	19200	18500	17600	17200	15700	14500	14000	13500	13000

Table 5.1: CILIP membership figures 2002-2015 (CILIP, 2016)

There are a number of documented reasons for this, many of which stem from the disparate interests of groups comprising the two professional associations, the Library Association and the Institute of Information Scientists, which merged to form CILIP in 2002 (Broady-Preston, 2006). This has been perceived as an ‘incomplete merger’, reflecting CILIP’s shortcomings in roundly satisfying the competing demands of individuals and groups in its membership. As of 2015 CILIP had approximately 13,000 members, a number which has nearly halved from roughly 23,000 since its formation (CILIP, 2016). Other factors in falling membership relate to perceived lack of advocacy by CILIP (Walker et al., 2011; Bradley, 2015a; 2015b), members becoming disillusioned with their lack of action of key issues, and CILIP’s offering not being seen as value for money (Caldwell, 2006; CILIP, 2010). Again, these are longstanding factors which have damaged CILIP’s legitimacy in the view of its community.

5.3.4 Devolved nations, regional member networks and special interest groups

CILIP is active in the four nations comprising the UK, and whilst each nation of the UK has its own separate representation in CILIP, they are all represented by the board and staff at the London headquarters. CILIP Scotland, Wales and Ireland also have their own independent staff bases, and develop individual business plans. This is increasingly prevalent due to devolved political powers in each of the nations. CILIP in Scotland (CILIPS) has the most significant history; formerly the Scottish Library Association it was set up in 1908 and affiliated with the Library Association in 1931, and still retains its own constitution and separate governance arrangements. As a devolved nation, CILIPS funds its own office in Glasgow, and is registered as a charity in Scotland. CILIP in Wales and Ireland operate as smaller subsets of CILIP. Like CILIPS, the Welsh and Irish branches act on behalf of members to improve and support library and information services throughout Wales and Northern Ireland. Committee members within CILIP Wales and Ireland represent the public, academic, government and education sectors (CILIP, 2017a).

CILIP also has various regional member networks (RMNs) and special interest groups (SIGs) as part of its broader structure. In England, CILIP has nine RMNs, based geographically, to allow networking and CPD opportunities throughout areas of the country. CILIPS also have their own regional networks or 'branches', comprising six groups in total, whereas Wales and Ireland have central committees due to their smaller scale and more centralised operation. CILIP adopted the regional network format to allow members in each RMN to have greater opportunities for CPD and networking closer to their places of work, as historically CILIP received much criticism for basing training and CPD opportunities at its London headquarters (Caldwell, 2006; Stevens-Burt, 2015). Annually, RMNs are given a budget and asked to create their own business plans. Each network is headed by a chair and committee and these are voluntary, unpaid roles typically undertaken by CILIP members who have other paid employment. Any member assigned to a RMN is free to attend events and meetings organised and run by that group. CILIP also has a significant number of SIGs which are assigned per specific interests of the community. At time of writing, there are 22 SIGs, although numbers fluctuate as new groups are formed, disbanded and merged. This is particularly common as new areas of interest arise in library and information professions, and others become less relevant. One consistent issue with the existence of the RMNs and SIGs is that it has created silos in CILIP, where groups are perceived to have become their own 'sub-organisations', which maintain little contact with other groups or the CILIP headquarters (Johnson, 2010). Again, this issue has been caused in part by training and CPD opportunities being historically centred in London, and many of the RMNs becoming increasingly disenfranchised by perceived London-centricity, instead choosing to run their own locally hosted events (CILIP, 2010; Bradley, 2013).

5.4 CILIP's Purpose

Consistent with the purpose of professional associations (Harvey and Mason, 1995), CILIP's core purpose revolves around offering services to its membership, and advocating for their needs as professionals. Additionally, CILIP supports its core activities with a number of additional revenue streams, such as its publishing arm Facet Publishing, and through an annual CILIP conference. CILIP maintains an important relationship with educators worldwide, and accredits courses related to

library and information studies in various institutions, primarily UK based Universities (CILIP, 2017a). As recognised in the chapter thus far, CILIP's purpose and activities have been much-maligned amongst its membership and this is further emphasised through narrative of its core purpose.

5.4.1 Advocacy and campaigning

In relation to advocacy and campaigning, CILIP presents itself as being the leading voice for the sector, promoting the importance of the library, information and increasingly knowledge management communities (CILIP, 2017a). CILIP works closely with politicians to negotiate and discuss core matters relating to the profession. In recent years, there has been a strong focus on discussing issues with politicians such as emerging strategies for public libraries, and the need for education relating to information literacy. CILIP also promotes its causes and messages through the media, the general public, and key organisations to help ensure the voice of its members and wider community is heard. Through its work with campaigning, CILIP actively comments on several key UK events, including the UK General Election, the Budget⁴⁸, and as advocates for National Libraries Day (CILIP, 2017b). Whilst advocacy has long been a preoccupation of the information profession, factions of the CILIP community, as already pertained to, believe the organisations' stance on advocacy has been historically weak and posit that this should be adapted to more explicitly be the central purpose of CILIPs existence (Walker et al., 2011; Goulding et al., 2012). Indeed, although a core documented purpose of CILIP is to advocate for and promote "the importance of the library, information and knowledge management community" (CILIP, 2017b, no pagination), there has been considerable criticism, particularly in online blog postings (e.g. Reynolds, 2012; Bradley, 2015a; 2015b), of how well it performs this function (Goulding et al., 2012). Ultimately, a large population of the CILIP community believe the organisations' legitimacy stems from being an intensive campaigning body akin to a trade union.

⁴⁸ The budget is a statement made to the UK House of Commons by the current Chancellor of the Exchequer on the UK's finances and governmental proposals for changes to taxation.

5.4.2 Continuing professional development

For members to keep their skills, knowledge and education up to date, CILIP offers access to a number of core services and products that offer to help with CPD. Chartership, or professional registration, comprises a key part of what CILIP offers here, and members can charter professionally, and maintain chartership through the CILIP revalidation process. CILIP offers chartership in the same vein as other professions, and promotes the professional registration process as one that increases professional standing, and shows a commitment to being a skilled and reflective library or information professional (CILIP, 2017a). Revalidation is currently a voluntary rather than obligatory process, and coupled with CPD is a primary reason why people choose to join CILIP, believing this and associated professional networking opportunities to be primary tangible membership benefits (CILIP, 2010). The CILIP Professional Knowledge and Skills Base (PKSB) is at the centre of CILIP's CPD programme, and comprises five main elements which enable CILIP members to consider and reflect upon their knowledge and skills (CILIP, 2017a). In contrast to CILIP being an advocacy organisation, others believe CILIP's purpose and value should be expressed through its ability to provide such CPD and networking opportunities to those in the library and information profession with a clearly stated purpose (Broady-Preston, 2006). As explored, a central means of CILIP satisfying such demands is to improve its CPD offer, particularly through improved access to and wider geographical distribution of training and networking events for members.

5.4.3 Facet Publishing, Update magazine and the CILIP conference

Facet Publishing is the commercial publishing and bookselling arm of CILIP, marketed as being the leading publisher of books for library and information professionals worldwide. It publishes books from authors across the profession, including academic textbooks used in the teaching of library and information oriented courses. The CILIP Update magazine is positioned as another core benefit of being a CILIP member, and provides information about developments from practitioner and academic contexts, as well as debates and access to broader issues affecting the profession. The magazine is also a frequent publisher of member written articles and content. Additionally, the

CILIP conference is a large scale pay-for event, positioned as a major networking and research dissemination activity for those in the profession, and as an opportunity for CILIP members “to come out of our silos and Special Interest Groups” (Johnson, 2010, p.20). It is also open for those outside of the library and information profession. The conference incorporates topic areas which cover the broad range of professional groups and interests in the profession as a whole.

5.4.4 Role in library and information science education

A major task for professional associations is to provide “a significant role in the oversight of education linked to the professions” (Harvey, 2017). In this regard, CILIP’s policy is to improve all aspects of professional practice through its work in education, and therefore it maintains a framework of universally recognised qualifications and, as mentioned, provides a wide range of opportunities for CPD. CILIPs own framework of qualifications is appropriate to library and information professionals across different sectors, and offers overlap with the knowledge base of other professions. As alluded, chartership is CILIP’s main offering for CPD for information professionals. CILIP also accredits courses at universities, using their PKSB to assess whether courses seeking accreditation are sufficiently able to provide the core knowledge and skills needed by library and information professionals (Enser, 2002). However, there have been historic difficulties for CILIP in its involvement in maintaining the provision of university education. This has been impacted by a number of factors, primarily: the small size of the discipline, the impact of mounting student debt (especially relating to the perceived earnings potential in information science jobs), greater scrutiny by the UK Government of universities’ activities (especially relating to perceived quality in research and teaching), and new cost-efficiency models in relation to the provision of education (Broady-Preston, 2006; Walker et al., 2011). A number of specialist information science schools and departments have also closed (e.g. at Birmingham City University), merged into other departments (e.g. at Loughborough University), or have cut down on undergraduate degrees and moved courses to distance learning (e.g. at University of Sheffield) (Broady-Preston, 2006; Jump, 2012). Thus, CILIP has faced challenges in maintaining a presence in higher education, and subsequently appealing to new professionals and potential new members.

5.5 The CILIP Strategic Planning Cycle and Shape the Future

The CILIP strategic planning cycle requires that a new strategic plan for the organisation must be conceived every four years. This is a requirement of its Royal Charter, and is typically formulated by the CILIP CEO and top management, and overseen by the CILIP board. Following the departure of a former CILIP CEO in January 2015, a new CEO was sought with the immediate objective of developing a new strategic plan. The new CEO, a former CILIP member and board member, commenced the role in late June 2015. Upon arrival, the CEO stated an intention for taking the organisation and library and information community forward, recognising that CILIP was an organisation in the midst of an ongoing legitimacy and identity crisis. Additionally, the CEO expressed the desire to understand and reflect the views of all parts of the CILIP community in the proper and desirable direction of the organisation. Thus, the first major project initiated by the CILIP CEO was the STF consultation, branded as an open, collaborative project to develop CILIP's four-year strategy. Although CILIP have experimented with open approaches to strategy in the past, these have typically been met with backlash from the community, due to continued introspection and CILIP's failure to translate the views and opinions of members into explicit action⁴⁹. The STF consultation ran over a period of approximately three months, from 25th September to 16th December 2015, and sought engagement and feedback from members, at this point upwards of 13000, whilst also seeking to engage former members, non-members, and any other interested parties. The major rationale for openly formulating a new strategy was to help recognise and manage the expectations of CILIP as a professional body, amidst the dispersed and disjointed nature of the organisation characterised by negative voices emerging from the community, and falling membership numbers. The CEO also stressed that the process was an opportunity to take sole responsibility away from the senior management team and board, and ultimately a means of sharing the responsibility of setting a new direction for CILIP. In total, the consultation captured the opinions of over 1000 stakeholders; primarily active members. The main means of capturing the competing

⁴⁹ A brief overview of past open approaches to strategy at CILIP are detailed in the appendices (appendix F).

legitimacy demands of stakeholders was through a web-based questionnaire, face-to-face consultation events, social media, particularly Twitter, and email and written responses.

5.6 Chapter Summary

In sum, this chapter offers a detailed overview of CILIP as an organisation, including introduction to its perceived legitimacy challenges, and briefly presents the context of the STF strategy consultation as the principle focus of this research. This provides a platform for the remaining chapters, which explore STF, and CILIP's legitimacy challenges, in more extensive depth through the main empirical body of this work.

6. Activity Theory Analysis and Emerging Competing Demands

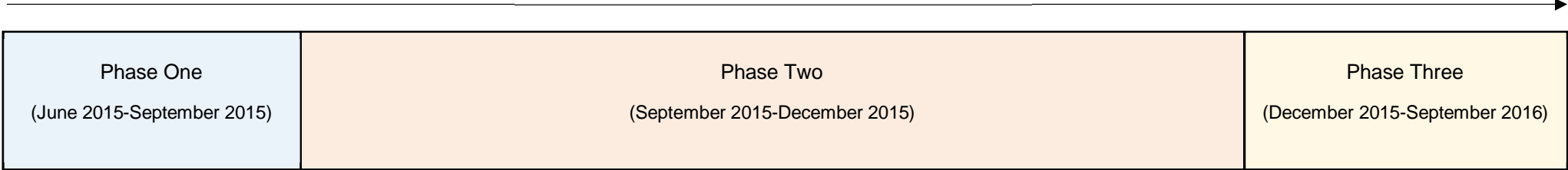
6.1 Introduction

The primary purpose of the analysis and findings chapters are to present the data in line with the methodological, theoretical and conceptual frames guiding this research, with the aim to answer the research questions by inducing key findings. The analysis in this chapter begins with a conceptualisation of the main phases of the OS initiative, in the form of an event listing display. Next, the analysis presents the narrative of each phase of CILIP's OS process, and utilises the activity framework to analyse these narratives and outline the practices of open strategising, and how these practices enable different dynamics of open strategising activity between organisational actors. Through this, various competing demands in the form of emerging strategy contents are illuminated, arising through the OS process as an outcome of strategising. These form a basis for chapter seven, which uses the insights from the analysis and findings here to explore how different OS activities identified relate to distinct dynamics of open strategising, and a process for managing legitimacy amidst competing demands of organisational stakeholders.

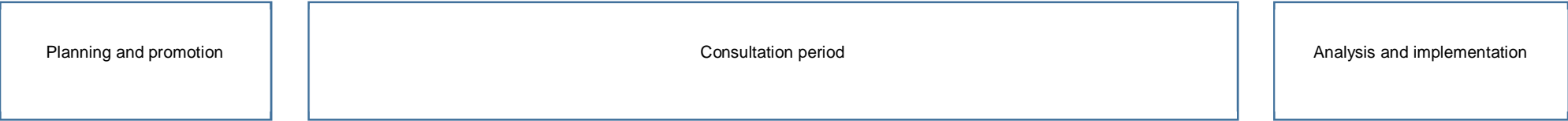
6.2 Phases of the Open Strategy Initiative

Following on from the brief introduction to the STF consultation in chapter five, this first section of the analysis aims to illuminate the main phases of the consultation. Thus, this follows the analysis overview outlined in chapter four, in which the initial step in analysing STF, more specifically, comprises mapping the case story (Langley, 1999; Jarzabkowski et al., 2009b). Although the activity framework for SaP acts as an important way of framing individual practices in STF, and as the main theoretical and analytical lens through which the practices of OS are explored, it is also imperative to illuminate the activity systems through which the analysis can be constructed. An Event Listing matrix is used here (*Figure 6.1*) as a means of data display, and is useful for arranging a series of concrete events by chronological time periods, and into numerous categories (Miles and Huberman, 1994).

CILIP Shape the Future strategy
consultation (open strategy initiative)



Praxis episodes (level of analysis):



Key strategising activities and associated practices (units of analysis):

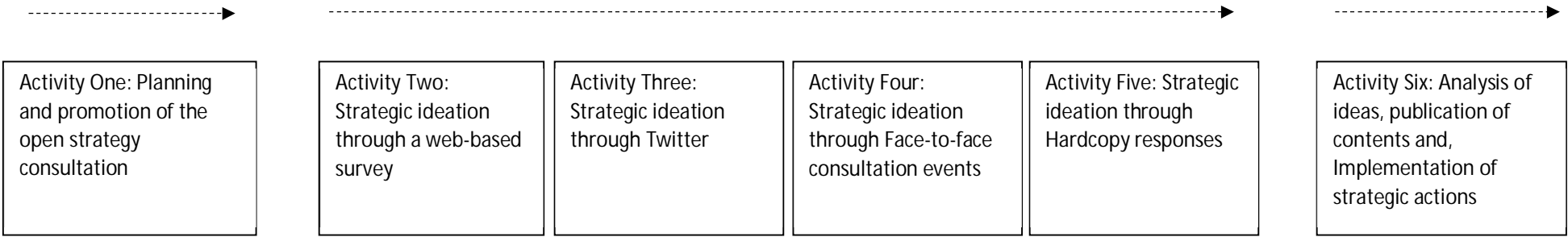


Figure 6.1: Event listing display outlining the main chronological phases, praxis episodes and key activities of the Shape the Future consultation

The Event Listing matrix broadly represents the STF consultation through identification of three different phases of OS, comprising different 'praxis episodes' (Whittington, 2006; Tavakoli et al., 2017), and activities with the central 'practices' of OS being the central analytical focus⁵⁰. Through this broad representation, the matrix also illuminates the level and units of analysis. The level of analysis is highlighted through the three phases and episodes in the matrix, whilst the units of analysis are the (open) strategising practices central to mediating activity in each of the 'key strategising activities' (Jarzabkowski, 2005). In relation to the level of analysis, the phases and praxis episodes in strategy can be permeable and thus can overlap. However, the three phases highlighted are linear as demonstrated by their chronological presentation in *Figure 6.1*. What does vary between the phases, however, are the contrasting degrees of 'openness' demonstrated in each, particularly between different types of openness (transparency and inclusiveness), as will be explicated as a central aspect of the analysis in this chapter. By contrast, the activities outlined as part of each distinct phase do overlap. The first phase that is highlighted here is labelled 'planning and promotion', and in relation to key strategising activities of STF, this phase comprises of one activity (Activity One in *Figure 6.1*). Accordingly, Activity One represents the practices of planning and promotion in STF, more specifically outlining the activities related to understanding of the context, defining of the strategising process and methods of consultation, illumination of strategic priorities to be discussed, and marketing of STF. The second praxis episode identified is labelled the 'consultation period'. Whilst the focus here is on strategic ideation by accessing widely distributed knowledge, the activities vary through the different open strategising ideation practices utilised. The CILIP CEO highlighted "three layers" of ideation, positioning these as "face-to-face engagement", "hardcopy engagement" and "online engagement" (Planning Documentation C). Thus, this phase comprises of different, simultaneously occurring activities for collecting the opinion of participants. Within these three layers, four main practices have been identified, namely: a web-based survey, Twitter, face-to-face consultation events, and those responses received by written response and email (or hardcopy) (Activities Two-Five in *Figure 6.1*). The final phase is labelled as 'analysis and implementation'. Like planning and promotion, due

⁵⁰ Although *Figure 6.1* focuses on aspects of open strategy praxis and practices, it is also deemed important to identify different groups of key 'practitioners', and convey their position in open strategy activity. This is introduced in the main narratives and activity system analysis in this chapter.

to the concurrent and complementary nature of analysis and implementation practices in the CILIP OS approach, these are bound here as one activity. This details the analysis of ideas and publication of strategic contents such as draft and final strategic plans, and the implementation of realised strategic actions (Activity Six in *Figure 6.1*). Thus, outcomes of this praxis episode and its associated activity revolve around reflection and analysis from insights received through the ideation practices in the consultation period, the production and publication of draft and final strategy documents, and finally the implementation of perceived strategic priorities.

In sum, *Figure 6.1* offers both an overview of the chronological format of the STF consultation, and more detail about each of its specific open strategising activities. The outcomes of the Event Listing matrix helps to map the case story, emphasising the practices of OS across the case study based on the available data.

6.3 Interpretation of Jarzabkowski's Activity Framework for the Analysis

This empirical work adopts Jarzabkowski's (2005; 2010) activity framework for SaP to provide a basis for understanding OS as an activity involving diverse groups of actors, through different open strategising practices. Further, the framework enables interpretation of the open strategising practices of the case study context as a flow of activity over time. As was explored in chapter four, explicating the phenomenon of OS as activity systems is advantageous due to the theoretical underpinnings in AT emphasising focus on the study of specific actors in the use of strategy practices, whilst conceptualising "strategy as a pattern in a stream of goal-directed activity over time" (Jarzabkowski, 2005, p.40). *Figure 6.2* is the starting point for the analysis using this framework.

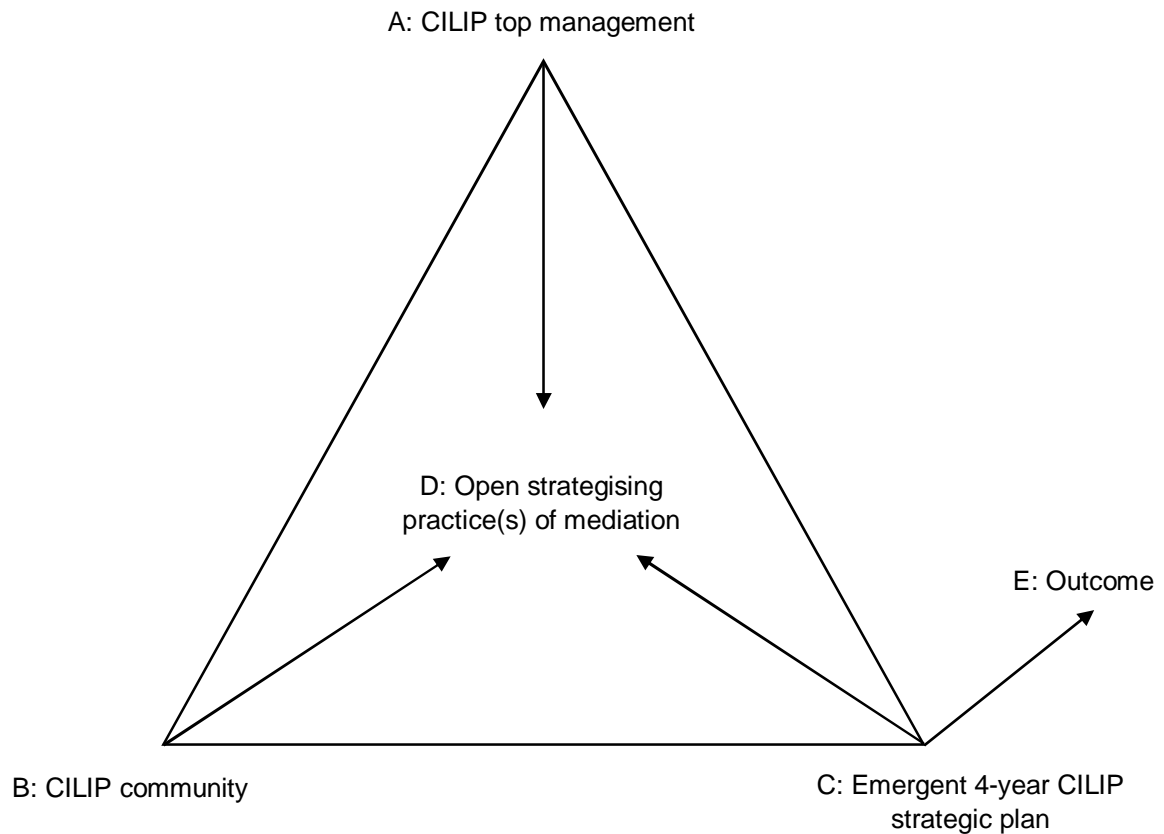


Figure 6.2: Activity framework for SaP, adapted to explore the CILIP open strategy initiative

As detailed earlier in this thesis, the adapted use of the framework in this research is to view OS as a process intended to legitimise CILIP’s strategic direction amidst competing demands of stakeholders. Thus, the activity framework is central to guiding understanding of how practices mediate goal-oriented individual and collaborative activity, and in what way such activity eventually forms explicit dynamics of open strategising as it forms patterns in OS work (Henfridsson and Lind, 2014; Jarzabkowski and Wolf, 2015; Simeonova, 2017). These practices are referred to here as ‘open strategising practice(s) of mediation’. The emerging strategy can be understood by considering such practices in the context of the ‘initiators’ of OS (subjects), highlighted here as CILIP top management, and the ‘contributors’ to OS (community), highlighted broadly here as the CILIP community. In relation to the framework, CILIP top management shape, and are shaped by, the emergent strategy, and in shaping the strategy CILIP top management draw on a set of routines, institutionalised norms and beliefs, resources and strategy language and tools in taking action. Such practices vary between and through the different phases of OS,

as demonstrated in *Figure 6.1*. As initiators enable such practices to appreciate and shape the emergent strategy, the practices enable interaction with the CILIP community. The contributors to OS hold the collective structures shared by different actors in the organisation (Jarzabkowski, 2003), and these collective structures serve as contextual conditions within which the CILIP strategic plan is conceived and brought forth⁵¹. Lastly, is the outlining of the emergent strategic plan, which refers to a pattern of goal-oriented activity driven by CILIP management through STF. CILIP management introduce practices to enable OS, in an attempt to transform the familiar past through strategising activity. Thus, the CILIP top management prepare for the possibility that those informing the strategy through being contributors to OS may have varying views on the direction of the organisation, and thus present this through their explication of strategy contents. Contributors to OS might perceivably resist the path enacted through such strategising, with a range of competing organisational demands being key outputs to the strategising activity (Jarzabkowski, 2005; 2010). Jarzabkowski (2005) outlines that a stream of activity is invested with meaning and purpose through the historically and culturally situated understanding of various stakeholders who contribute to the activity over time. Consequently, in the context of CILIP's OS initiative, the different subjects and communities' perspectives on, and interests in, the same object of a new strategic plan for the organisation may vary in direction and interpretation, forming a key consideration in CILIP's standing as a legitimate entity.

Ultimately, while participants in OS share the same broad object, the goal-oriented activity of each and their cultural and historical expectations about the object may differ and contradict. In CILIP's case, the AT analysis focuses upon examining how the collective output of the CILIP strategic plan is accomplished through such interactions between actors as mediated by open strategising practice(s), helping to explain and communicate that the goal of OS activity is towards a legitimate CILIP through understanding of competing organisational demands. The main components of the adapted framework are summarised below as displayed in *Figure 6.2*:

⁵¹ Whilst the boundaries of who is a strategy practitioner in open strategy are indistinct, the framework here recognises the CILIP management as the primary subject, central to open strategising as constant strategy practitioners.

- A: CILIP management- Individual or groups of actors who are initiators of OS practice, they are the main strategy practitioners in this case as they are central to all strategic activity.
- B: CILIP community- Groups of actors who are contributors to OS practice, such as CILIP members, interest groups and other interested stakeholders. They are positioned as representative of the entire CILIP community through their role as erstwhile non-strategists.
- C: Emergent 4-year strategy- A pattern of goal-oriented activity that represents the emerging CILIP strategic plan as the practical object or outcome of open strategising.
- D: Open strategising practice(s) of mediation- Practice(s) of open goal-directed activity intended to enable the mediation of interactions between subjects, the collective and their shared activity in realising the CILIP 4-year strategic plan. This varies between grouped practices (such as routines, institutionalised norms and beliefs, resources and strategy language), and more specific strategy tools (such as web-based questionnaires, Twitter, and PowerPoint).
- E: Outcome⁵²- The specific realised outcome(s) of the activity systems. This is useful here in relation to understanding the flow of strategy praxis and how it evolves over time, related particularly to the opinions, ideas and demands emerging from OS activity in relation to the strategic plan and realised strategic content.

These modifications are consistent with the main aims of this research; to outline through the activity of OS the competing demands of CILIP stakeholders, and how OS is a process of legitimation amidst such organisational demands in the realisation of CILIP's strategic plan.

⁵² The outcome here (E) is based on both the activity-based model in Jarzabkowski (2005) and (2010) to represent the flow of strategic activity over time, and the realised strategic contents as the outcome of each activity system.

6.4 Activity System Analysis of the Shape the Future Strategy Consultation

As outlined in the methodology, the analysis of activity systems here is directed through narrowing down the activity of interest into several activities that are present in different environments or contexts under study (Mwanza, 2001; Mwanza and Engeström, 2003). In this case, the analysis approach seeks, in line with Jarzabkowski's activity framework, to outline the objective of the activity, the main actors (subject and community) involved, the (open) strategising practices used, and the outcome of the activity, particularly in relation to understanding the competing strategic demands of actors. This also means the output of the analysis can be summarised through graphical activity system displays, emphasising its primary components in relation to the SaP activity framework (Miles and Huberman, 1994). Thus, the structure here broadly focuses on an overview of the main activity (subject, community, practice(s)) and then the main outcome (highlighted competing demands and strategy contents).

6.4.1 Phase One, June 2015 - September 2015: Planning and promotion of open strategy consultation

As outlined in *Figure 6.1*, Phase One of the strategy consultation involved planning of CILIP's open strategic planning cycle, and promotion of the initiative. This activity has been bound as one activity system in the analysis.

6.4.1.1 Activity One- Planning and promotion of the open strategy consultation

The STF OS consultation offered an open call for interested stakeholders to help inform CILIP's future direction through their upcoming four-year strategy. The planning and promotion of the initiative involved CILIP top management and the wider CILIP community.

In relation to planning, the CEO requested permission from the CILIP board to conduct the strategic planning cycle using open methods, as a means of connecting with

members and giving them a platform to debate, ideate and discuss directions for the profession, and CILIP's legitimate direction as an organisation. The defining rationale for STF was described by interviewee A, the CILIP CEO, as ensuring the varying needs of stakeholders are recognised, and that the direction CILIP takes in the future is desirable and appropriate. The CEO also recognised that the alternative approach to strategy was no longer suitable amidst the plurality of demands from the community, and consequently a need to legitimise the organisation's direction with the community was logical, rather than from the top of the organisation:

“One of the reasons that the board is willing to go down this participative, really open strategy route is because the alternate wasn't working. So, I think it's really interesting whether that wasn't the case and if everything was ticking along nicely whether they would be this receptive to that as a model...I soon realised that you've got this, if you like, this kind of centre which is as much defined by the negative space by things that are going on around it, it is defined by what it means to achieve. And it became apparent that there is no way you can look from the centre point and just articulate all of the possible futures and directions of the organisation you need to be addressing. There's just too much change, the pace is unbelievable. The sheer range of voices that we've got going on in our community, we've got about 18 industry sectors, we've got 13,000 members, and if I would sit here on the board and say this is definitively the direction that we're going in, I think it would be wrong fundamentally...This has an opportunity to be an act of democracy, it has the opportunity to be a sort of participatory process, where people feel listened to, respected, their needs are reflected, hopefully engaged so they can then go on and champion the process. So, there are lots of really good positive feel good reasons why I think a participatory collaborative approach to strategy really, really works” (Interviewee A)

Additionally, interviewee A expressed that as the new CEO, part of the rationale for STF was to share the risk of strategy:

“There is also, if it is wrong it is everybody's fault not mine (laughs). It is a really nice de-risking of strategy that comes from sharing the process, and so in a way even the old style of leadership used to be you know 'we're going to climb the hill that is where we're going and who is coming with me', and then you kind of

cajole people to getting there. Or, you do it the other way which is to say 'okay we're a community of people, we've got these challenges, how are we going to work as a community to tackle them and the strategy'. Actually, the old way is really prone to choosing the wrong hill, or annoying people or leading them the wrong way. Whereas I have this theory that if you create the singular decisions from the organisation's centre, then you are creating your point of failure. Whereas if you create the conditions for strategic and agile responses to changes in the environment, then you have got no single point of failure, you've got distributed ownership of the strategy. So, it is in quite a mercenary way intentionally a risk management strategy, as well as a consultation kind of democratic exercise" (Interviewee A)

The chair of the CILIP board, interviewee C, stated that it was agreed upon the arrival of the new CEO that it was time to attempt a different approach to formulating the strategy, away from more 'traditional' modes of strategic planning:

"The interesting thing about it also, I think if we're realistic, the work that was done initially on developing the new strategy last year was much more, the work started much more in a traditional way, being much more internally focused...That seemed to pause once the previous chief executive left, and it was really once I as chair of the board was having this conversation with (CILIP CEO)...we started talking about how we can involve more people. He came up with this model, we really felt it was time to take a very different approach" (Interviewee C)

Interviewee B, a member of the CILIP board, expressed similarly in that the CILIP board had felt a more participatory approach to strategy had been needed for some time, particularly as a means of responding to negativity around CILIP's legitimacy and direction, whilst enabling a constructive and more structured means of discussing CILIP's strategy:

"We had some discussions in the council previously, the board, before [CILIP CEO] came in. So, people felt that members' views weren't being taken on board, and not everyone agreed with that, and people felt member's views were being taken on board. Maybe some of the expressions of member's views were maybe not the most constructive, or the most understanding of the wider picture. The sort of, one of the dangers if you like of this kind of approach is that you

open a stage to negativity. CILIP has suffered from negative criticism from a small cohort of members, and indeed non-members, who use perfectly legitimate methods like discussion lists to attack CILIP. What seems to be the difficulty for me is there's never anything constructive. It's sometimes quite personal against individuals...that's one of the downsides. I think if you structure it in the way that Shape the Future has, I think you actually give the space to everybody, and so the total response isn't overwhelmed by the intermittent negatives that you had before on their own. It opens it to everybody, by open invitation if you like...it still has the space for people to gripe which is fine, but it means that it's a more democratic sort of environment, and a structured place to discuss strategy" (Interviewee B)

Interviewee A revealed that the OS approach has also been a learning experience for his senior management team, particularly in understanding the need to be more open about the strategy, and more accessible as a CEO to the CILIP community:

"I know it's been a cause of discomfort with my management team that I should be a lot less accessible, and but then I think we are living in a different time and living in a time where management is as much a facilitation and articulation as it is just saying that is where we're going to go, and then sit in my office and move the pieces around the board. But, that has been a problem because if I'm out there it might undermine the strongly held views of somebody who is in a senior leadership position. So, it has been quite, quite nuanced and I'm really lucky that they have really all got behind it, that they could have said no way you are a talking to all these people" (Interviewee A)

In relation to the promotion of STF, the CEO shared a vision on the CILIP website for the initiative, as a means of getting member and stakeholder participation, and explaining why the consultation is an important part of the strategic planning cycle for the organisation and its members:

"Since I joined CILIP in June, I have been travelling around the UK meeting members of our community and listening to your ideas, frustrations and hopes for CILIP as your professional body. I would now like to invite you to help shape CILIP's future by getting involved in the consultation to develop a new Strategic Plan 2016-2020. Shape the Future is an open, collaborative project to develop CILIP's Strategic Plan. There are big challenges and big opportunities ahead for

our community, and we think that the best way to ensure that we are providing leadership and support to our members is by working with you to shape our plans” (Other Documentation B)

Additionally, to help promotion the CILIP marketing team were tasked with giving the consultation its own brand, viewed as important by the CEO to drive interest and give the initiative clear meaning:

“I think the identity is really important. I think the phrase is really interesting, it didn’t come from me, it came from our internal comms. We were calling it this collective strategy project or something and we felt it needed to be a much more active voice, it needed to have a draw for the participants and that’s when we said well it is shaping their future, and it’s a direct call to action. We’ve been accused of hubris, you know on which future, and then we defined it and said you know it’s shaping the future strategy for CILIP rather than the whole of the future, you know” (Interviewee A)

The STF logo (Figure 6.3) was heavily used in promotional material (Other Documentation B).



Figure 6.3: The Shape the Future logo used by CILIP for promoting the initiative

A variety of webpages and online documents were used by CILIP management, primarily to communicate about the forthcoming consultation, its core aims, and to provide notification of the consultation process start and end dates. The main methods here were a consultation webpage and online consultation document, as explained by the CILIP CEO:

“In order to provoke debate and discussion, a series of promotional and communications tools were used. These included the consultation homepage (and) a downloadable position paper setting out the key elements of the current strategic framework” (Planning Documentation C)

More specifically, the STF webpage was used to outline the main aims of the consultation process, and acted as a way of gaining member awareness and encouraging participation. The consultation document outlined the main strategic priorities of the CILIP strategy, and members had the chance to consider what they thought were the most important. Although STF was open for anyone to contribute, including former members, non-members and any other interested stakeholders from the wider library and information community, it was almost entirely active members who did contribute, as acknowledged by the CILIP CEO:

“Almost none of the non-members and the external world got involved in this at all” (Interviewee A)

CILIP staff were also welcomed to participate as part of the planning process, testing methods and beginning to discuss the strategy internally, such as through informal office dialogues and staff post-it boards, as expressed by interviewee X, a Development Officer at CILIP:

“It’s been great to be part of the process. The organisation has had a lift since (CILIP CEO) took over as CEO. We’ve had internal meetings... We’ve also been encouraged to share ideas for the strategy as staff members and through office chat and the office post it boards” (Interviewee X)

Figure 6.4 shows the STF ideas wall at the CILIP headquarters in London (Observation Data A):

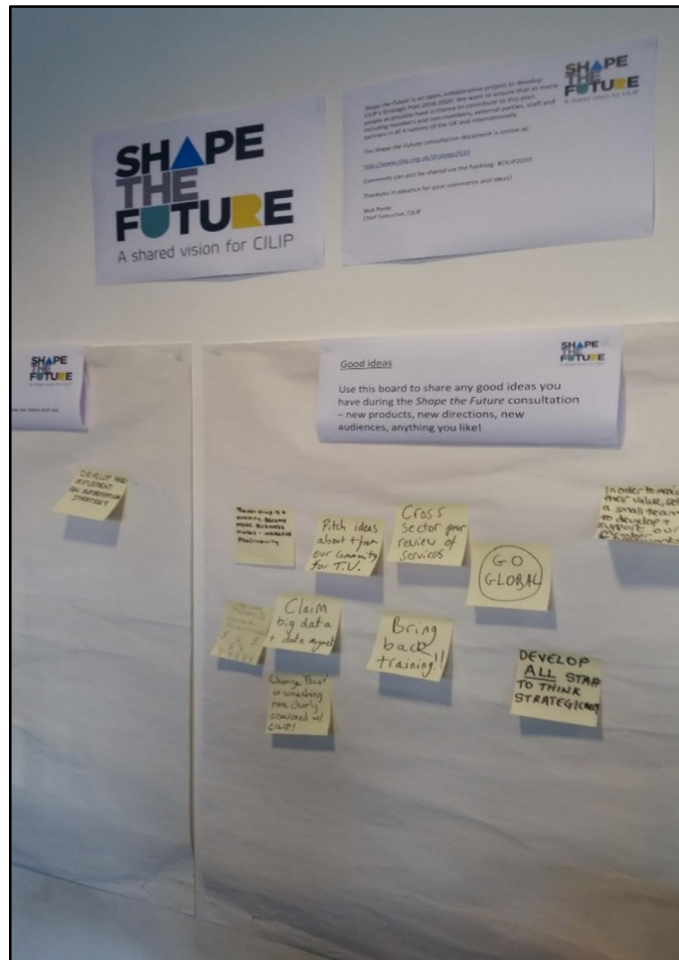


Figure 6.4: The Shape the Future ideas wall at CILIP headquarters in London

In relation to the launch of STF, the CILIP community were positive about the opportunity to be invited to contribute towards the strategy, seeing this as a step in the right direction, for example:

“Personally, I thought it was good to be consulted about this kind of thing, because often the strategy is kind of decided by the board, or the trustees, and you know ordinary members don’t have a huge amount of say...I find it quite interesting to see the whole process kind of go through” (Interviewee D)

“It was being pushed out through the newsletters, the bulletins, I quite like the title Shape the Future as well, I thought that was something that was catching anyway. There was certainly plenty of opportunity” (Interviewee W)

“I suppose my initial feeling was that it was very positive that CILIP was actually seeking to engage its membership in the decisions that it was making. There are some things that are covered there that are issues or decisions that CILIP

have taken in the past without really consulting its membership. In that respect, I think it's a step in the right direction" (Interviewee N)

To summarise, *Figure 6.5* conceptualises the above narrative as an activity system relating to practices of the planning and promotion of STF.

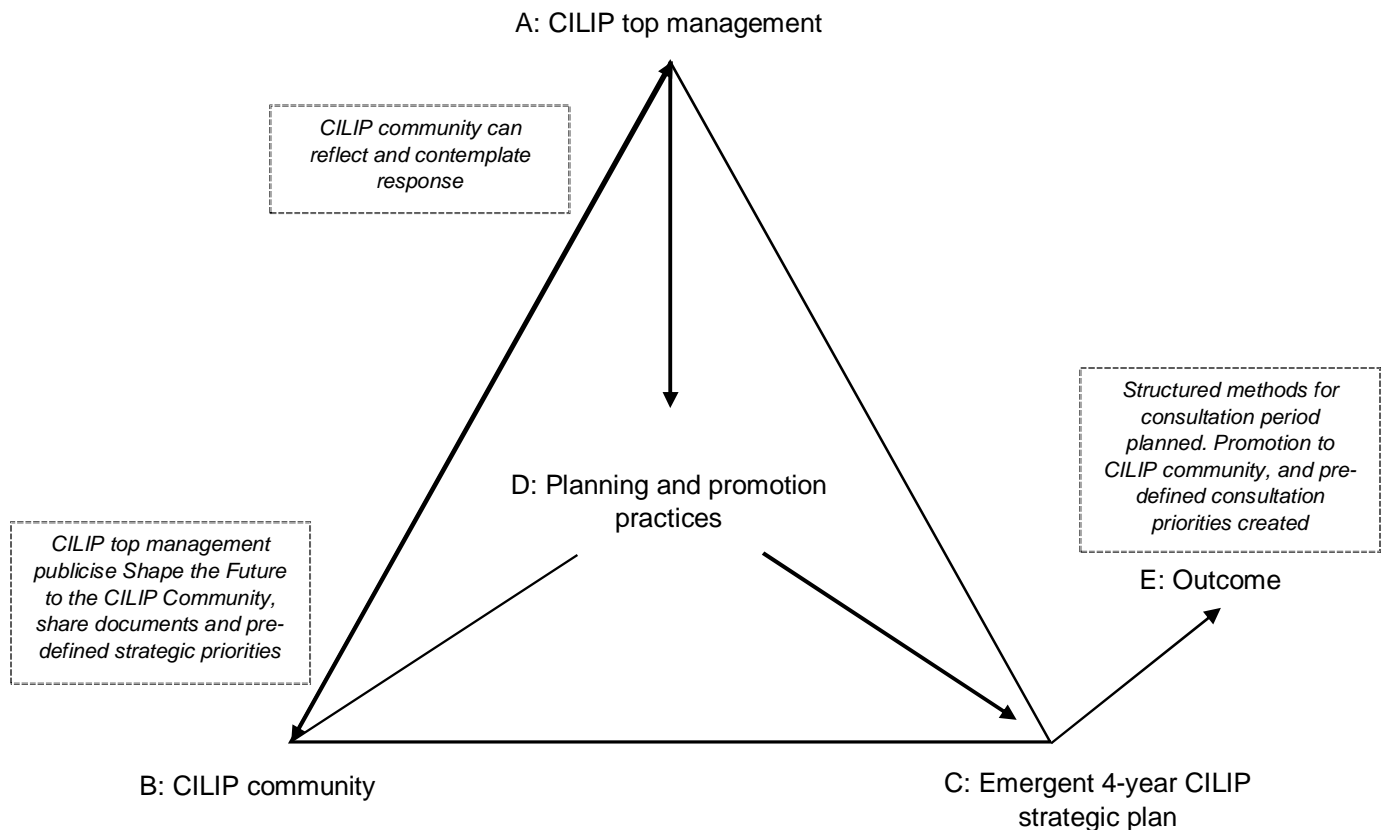


Figure 6.5: Activity system for planning and promotion practices of mediation in Shape the Future

The activity here is illustrative of a one-way communication from CILIP top management to the CILIP community as potential contributors to the OS initiative. The practices thus enabled a primarily restricted and controlled transparent communication from management to a wider range of stakeholders regarding the proposed strategy consultation process. CILIP management had already formulated potential priorities and key vision statements as the basis of the four-year strategy, and ‘broadcasted’ these to CILIP stakeholders as being open for further discussion and refinement. The consultation webpage enabled the contributors to observe and follow instructions on how to respond through the channels made available as part of the consultation process. The main outcome of the activity was therefore an open call for participation, through the devising and active communication of STF as a means of open

strategising, with structured methods proposed to enable ideation, and pre-defined consultation priorities also asserted by top management.

6.4.2 Phase Two, September 2015 - December 2015: Open strategy consultation period

Phase Two of STF involved a consultation period, primarily revolving around ideation on what CILIP top management and the community believe makes CILIP a legitimate organisation. A web-based questionnaire, Twitter, face-to-face consultation events, and hardcopy responses are outlined here as four distinct activities of strategic ideation.

6.4.2.1 Activity Two- web-based questionnaire

The web-based questionnaire was made available online by CILIP top management as part of the STF consultation, and anybody from the CILIP and wider information and library communities could use this to contribute views towards the proposed strategy. It was the most popular channel for contributors to express their views about the organisation's legitimate direction, and in total the questionnaire gathered 701 responses, primarily from active CILIP members. Respondents were named as an official contributor to the CILIP strategy in draft and final strategic plans, unless they opted to have their names excluded from being published. CILIP published the results of the non-anonymous questionnaires as a spreadsheet, to demonstrate further transparency with its members and key stakeholders. 102, or 14.6%, of 701 respondents refused permission for their contribution to be published in this way (Planning Documentation C). The CILIP CEO stated the use of the questionnaire as a *"clear and open channel for consultation"* and that it *"enabled people to share constructive criticism openly"* (Planning Documentation C).

The CILIP community had mixed opinion on the use of the questionnaire, expressing that, although a useful means of communicating opinions regarding strategy with CILIP top management, questionnaires are overused, can oftentimes go unnoticed, and can be met with frustration:

“In some ways, the dilemma might have been people saying ‘it’s that thing coming at me again’ or whatever, I’ll just do the questionnaire or survey now, I don’t know. We’re so used to nowadays just having surveys pushed at us and all sorts of things, and if I have one more opportunity from hotels.com to comment on the last place I stayed at, argh go away please” (Interviewee W)

“To be honest with you, I don’t really remember filling out the questionnaire, but I must have done it at some stage. There are so many questionnaires that go by. I think it’s a good thing in principle, I think it’s important to be in touch with the membership” (Interviewee O)

In a similar vein, others in the CILIP community emphasised the time commitment needed to fill questionnaires in, and the commitment to do so, as a major factor:

“A 5-minute survey, yes no problem. 10 minutes, okay. When you’re looking at longer than that, which I think it was. I’d probably start it and kind of give up. To contribute properly you need time to think” (Interviewee U)

“Every day I get questionnaires from professional bodies asking me what I think of something or other, and where there are boxes to tick I tick them, or not as the case may be. But, there’s always boxes for comments, and I very rarely put anything in there because we’re all under pressure, and when you’re sitting in front of a PC it’s very cheap for them to do it electronically rather than sending questionnaires out, so they can just throw a few questions together and you’re not really, you know, you haven’t got time to think of answers to open ended questions, and I think that’s one of the problems about CILIP’s investigation, that it was too open ended in some respects” (Interviewee H)

“It’s also that, ‘oh, yeah I’ve got to think about this’ as well, it’s something like this, you can just complete questionnaires and click through and think that’s done, it’s that box that says ‘tell us why’ or ‘why do you think this?’ And you think, ok, I’m actually going to have to think about this” (Interviewee W)

As alluded to by the interviewees here, the format of the questionnaire allowed members to rank priorities and add comments in a structured way, based on pre-defined priorities that were noted in the strategy consultation document. Contributors completing the questionnaire were guided through six main sections:

- Royal Charter, mission and vision
- Values
- Strategic priorities
- Campaigns and programmes
- Developing CILIP's business model
- General comments

The first page of the questionnaire comprised a brief introduction, and messages about both STF and the future of CILIP from the Chair of the Board, the CILIP President and the CEO. The questionnaire was a formal and structured method of enticing the CILIP community to contribute to the strategy, and as emphasised by the CILIP CEO, the questionnaire was designed to be predominantly directed, rather than open ended. This was also demonstrated by CILIP using the first page of the questionnaire to outline a proposed structure of CILIP, for the community to comment and critique through the pre-set questions and priorities, as shown in *Figure 6.6* (Questionnaire Data B).

Overview of proposed structure



Figure 6.6: Overview of proposed structure of CILIP in the web-based questionnaire

The CEO did, however, emphasise that contributors were also able to express themselves more freely through the free text comment boxes:

“The main funnel at the end of this is the survey monkey survey, which is quite carefully balanced between closed and open questions; I think it’s about 10 questions for each...It’s just open enough for people to be able to express themselves, but it does do some slightly naughty things, like it presents six priorities and asks which is the most important, what are the other priorities, so it is quite directing” (Interviewee A)

The first main section of the questionnaire focused on gaining feedback from the community regarding three connected statements through which CILIP’s core purpose are expressed, namely: royal charter, mission and vision. The first question here asked members to select whether *“CILIP’s vision and mission statement articulate a clear and compelling cause for our professional community”*, with the pre-set options of; strongly agree, agree, neither agree nor disagree, disagree and disagree strongly. The reaction to this was generally positive, with the majority of members noting that they either strongly agreed with this or agreed with this. The second question then sought to gain more in-depth feedback regarding the vision and mission statement, asking contributors to select up to three words which they would associate most with the statement. Again, this was guided, and contributors were asked to choose from a pre-defined list of 19 sentiments, which were a combination deemed as being either positive or negative. The response was mixed, with the five most prominent responses here (from lowest to highest) judging the statement to be either unfocused, weak, conservative, traditional and positive. The final question here was open ended, and requested that the community comment on CILIP’s vision and mission statements, asking; *“How should we strengthen our statement of purpose to ensure that people are engaged with our community and beyond?”*. Whilst a number of responses here stated that the statement of purpose was adequate in its current form, more in-depth critiques and suggestions here were varied, and focused on the purpose statement and CILIPs communication and choice of language, lack of focus in taking action, lack of focus on advocacy, perceived library-centric attitude, and need to unify the disparate nature of CILIP and the wider profession. For example, in relation to language and communication, the community were critical of CILIP’s wording of their vision and mission:

“Your vision is not a vision, it’s a statement. A vision is something to aspire to. So just to turn your vision statement round a bit: “Create a society where access

to information and the transfer of knowledge leads to a fair and economically prosperous society underpinned by literacy." The second part of the mission just does not really make sense"

"less jargon - the statement should have simple wording"

"The vision is passive, it needs to be more active "We believe a fair and economically..." or "A fair and economically prosperous society SHOULD be underpinned...". It's uninspiring and should focus on people - providing information and knowledge TO PEOPLE. Inclusion of "economically prosperous" is political language. I'd rather a vision statement had a little more vision"

"Be more inspiring and ambitious. We live in an information society and a knowledge economy: information is changing the world!"

The community also emphasised the lack of focus on action in CILIP's vision and mission statements:

"Vision statement doesn't articulate a way forward, an end goal, it is just a statement, no vision. No mention of promotion or awareness raising of value and need for the services we offer"

"The vision should include some action statements. The vision does not mention how librarians/information professionals will help to achieve a fair and economically prosperous society. The vision cannot rely on implications. The mission is a bit vague. It feels like there is something missing from the mission"

"The very existence of a "mission statement" and "vision" gives the impression of a body more concerned with PR than with action. Something like "CILIP - Because knowledge is life" would serve the purpose"

Closely related to action, several contributors also stated that CILIP needs to focus more on action specifically in relation to advocacy, and be seen to be taking a leadership role as the leading voice for the profession:

"Be more active- Actively promote....Be an advocate to parliament, media, key strategic planners involved with libraries etc."

“Constant advocacy for libraries and librarians to show how relevant and important they are despite a government who are determined to undermine their value”

“Fight for god’s sake”

Several comments also alluded to CILIP being too library-centric, particularly regarding public libraries, and the need to focus more on other areas relevant to the profession such as information management, and information literacy:

“Be fully inclusive of all sectors and ensure professionals working in IM, KM and Digital roles feel CILIP is their natural home”

“The statement reads as though it is focussing on Public Libraries but the target membership of CILIP and the remit are far more extensive than that and I think the statement needs to reflect that”

“I think some level of recognition of libraries outside the public library sector would be helpful”

Furthermore, closely linked with this was suggestion that CILIP needs to be more focused on bringing unity to the profession, by being seen to be a leader for the profession whilst encouraging shared values:

“Emphasise the unity - not the different sectors - and tighter focus on the need for transferable information literacy skills in the next generation, especially in transition from secondary to tertiary education and/or into the workplace. Plus tackling continuing and lifelong learning skills for those in older generations”

“We just need to get CILIP to be united instead of backbiting disunity”

“CILIP must demonstrate through these statements its leadership role in the library and information science community”

The second section of the questionnaire focused on the values of CILIP. Here, the core values of CILIP were stated with brief descriptions, these being; intellectual freedom, professionalism, openness, diversity, and community. The first question of this section asked the CILIP community to *“Please indicate the extent to which you*

endorse or oppose the values of CILIP's community as set out in the consultation document". Again, feedback from the community was enabled through use of pre-set options of; strongly endorse, endorse, neither, oppose and strongly oppose. However, here members were asked to select an option for each of the aforementioned values. All values outlined were most prominently strongly endorsed by CILIP members, whilst opposition and strong opposition were selected fewer than 30 times in total, out of the 645 respondents who answered the question. The second and final question of the second section allowed members to freely express *"What other values or principles do you feel CILIP ought to consider for this Strategic Plan?"*. Comparable themes emerging here to those in the first section of the questionnaire were CILIP's communication and use of language, lack of focus on action, need to focus on advocacy for the profession, and the need for CILIP to unify the profession, with explicit focus on breaking down silos within CILIP. For example, many comments questioned the language and terminology used by CILIP:

"We need to stop hiding behind verbosity"

"More positive language not 'where possible to facilitate the exchange of knowledge'"

"Choose more empathetic and empowering language"

Contributors were again critical of CILIP's perceived lack of action in the past, highlighting a need for CILIP to be more proactive:

"Activity. CILIP needs to be SEEN to be DOING"

"The word and the deed are very different things- I would like CILIP to be much more proactive in their approach. Of course I agree with what they say they will do, it's whether or not they will that matters!"

"This is a pointless question - I endorse all of those points, but is CILIP actually doing them? I don't think so"

Advocacy for both professional jobs and roles, and to promote the skills of the membership were prominent demands from contributors, for example:

“Protect members’ jobs against cuts, replacing paid posts with volunteers doing the same work. CILIP should actively campaign to publicise the value of the work its members do”

“Advocacy - support for colleagues across different sectors and helping to establish the value of information (and information professionals) in those areas where this is particularly under threat. This is partially (but not wholly) covered by the 'Professionalism' values above”

“Advocacy. Let more people know what we do”

Contributors wanted to see CILIP more actively help unify the profession by showing active leadership, and a new theme here was this demand being targeted at CILIP helping to break down silos within the organisation and wider profession:

“Statement about CILIP as "leading" - Leadership: CILIP brings together the library and information community as one, giving a voice to the profession in the wider environment”

“Not other values or principles, but a request to be active and clear in the statements above, to emphasise CILIP's leadership role”

“We're currently very silo-ed. Breaking down boundaries/removing barriers to knowledge transfer etc. (within our profession and for our clients)”

Other new emerging demands here included calls for CILIP to demonstrate more extrospection in its approach, including by demonstrating more openness to the community, and by being more of a visible and reactive presence in the profession:

“Open i.e. an organisation that listens, is open to new ideas and is transparent”

“Participation and involvement, Responsiveness”

“Lifelong learning, respect and diversity, equality of access, excellence of service, forward thinking/progressive”

“Proactivity Realism Optimism Forward looking Adaptable”

Contributors also highlighted the need for CILIP to focus on improving value in its offer, including through innovation of its services and by providing new services:

“Innovation - new ways to deliver services, new services, making money”

“Value for money”

“As a member I would want to see CILIP providing value for money”

Additionally, there were calls for CILIP to develop partnerships with other organisations and groups within and outside the library and information profession:

“Partnership? i.e. cooperation with other bodies or groups of people that provide information or are involved in the information process”

““Community” must also embrace partnership with other institutions - including non-library institutions!”

The third section of the questionnaire was concerned with gaining the CILIP community’s view on strategic priorities. The plan again outlined several pre-defined priorities here, namely; Advocacy, Workforce, Community, Enterprise, Partnership, and Innovation. It is noted here that these initial priorities were derived from discussions with the CILIP board, the presidential team and with staff in all four of the nations of the UK (CILIP in Scotland, Wales and Ireland). In line with previous sections, the first question here asked the community to *“Please rank the 6 proposed strategic goals by order of priority”*. A difference here was that the choices were numbered on a scale of 1 to 6, 1 being highest priority and 6 the lowest, and as outlined contributors were asked explicitly to rank all in order of priority. Advocacy came out as an overwhelming priority here, followed by workforce, community, innovation, partnership, with enterprise being judged to be by far the least important by the CILIP community. The second and final question of the third section, again a free text comment box question, attracted a wider range of responses compared to the previous open questions, and asked *“What other goals do you feel CILIP ought to prioritise between now and 2020?”*. Again, a major theme here from contributors targeted the language used by CILIP, particularly regarding use of language in relation to the ‘community’ and ‘enterprise’ priorities:

"I always feel that "community" largely relates to the public library sector while the HE/FE sector have some of the largest SIGs, etc. Community should clearly include these areas and special/corporate libraries as well"

"The Community goal seems to be a bit of a mish-mash of different goals. Maybe 'developing a sense of community among CILIP members by x, y and z.....' would be more accurate"

"I think that calling management etc. of CILIP's funds "enterprise" is a bit odd"

"Enterprise would be a great goal - until you see the blurb"

Here the community also reinforced the need for several of the priorities outlined by CILIP, particularly regarding 'advocacy', 'workforce' and 'partnership'. For example, advocacy emerged as a recurrent priority by contributors in most responses, and much of this was focused on the protection of public libraries and against amateurisation or 'de-professionalisation' of library jobs. Several responses also highlighted the need for CILIP to campaign more, to 'self-advocate' and thus be more visible, and additionally there were explicit suggestions regarding the need for CILIP to take more action here:

"Well, stopping the complete destruction of our public library service is probably the most important one!"

"CILIP to promote its own existence (self-advocacy via advocacy) in the media and among peer organisations and government departments so that it's better equipped to promote LIK services"

"Preventing public library closures - I think Cilip needs to go beyond advocacy to action"

"Dealing with the de-professionalisation of our profession in a more vocal manner"

In relation to CILIP's workforce priority, contributors emphasised a need for CILIP to be more diverse and inclusive with its offer, particularly through more actively including those in roles typically viewed by CILIP as being para- or non-professionals. Others highlighted a lack of emphasis on CPD here in relation to the workforce priority:

“Diversity in the profession (it's a value, but you do naff all about it), Support for paraprofessionals”

“Increasing the diversity of the profession”

“Training - I would like to see CILIP deliver affordable (ideally free) training events to support both CPD and perhaps to reach out to communities beyond the information world - thus highlighting all that information professionals offer”

“Replace workforce with ‘Professional Development’”

Respondents again demanded CILIP seek partner organisations with shared values outside the profession. Some specific responses questioned the extent of CILIP’s remit and called for greater collaboration with those in areas of common interest:

“If CILIP wants to prioritise qualifications and CPD, it would be good to build mutual accreditation between institutes/professions”

“Collaborative working (different to partnership) with national and international organisations which share common goals and aims”

“Sustainability Partnership with national and international organisations who do not necessarily share our aims and values - if we don't work with them how are we going to make any progress?”

Additional demands here included focus again on membership numbers and the cost of membership, with the community demanding CILIP do more to help recruit and retain members, with a link to offering more value with the membership offer evident here:

“None of these strategic goals are achievable unless CILIP first addresses the serious decline in membership that has been allowed to occur over the past 10 years, and also considers how it can create a new and more secure financial base by tapping additional sources of income”

*“To attract and retain members- which sounds like it is/should be a high priority! - prioritising *value for membership* is vital. Lots of CILIP's events are well beyond affordability for new professionals and lower-rung/frontline staff such as myself. More prominent discounts and better promotion of free events and*

services would be appreciated, as well as increasing the number/extent of these!”

“Understanding why members leave, increase membership, increase offers to members – perhaps”

Lastly, associated with the membership priority, were a number of calls for CILIP to communicate more clearly, and engage more with its community and the profession, and help unify and break down silos:

“CILIP should aim to unify its existing membership, or at least demonstrate to members that it understands the full range of their views, by seeking consensus on those matters of public policy on which it is expected to provide leadership”

“The goal of being in touch with its membership would be helpful but not working so far”

“Bridging a gap between various parts of the community”

The fourth section of the questionnaire focused on what CILIP should be seeking to achieve through their campaigns and programmes in the upcoming strategy. The proposed campaigns and programmes outlined in the questionnaire were; strengthen the evidence base, stand up for public libraries, promote information literacy, campaign for copyright reform, embrace information management, and support world-class research. The first question of section four asked contributors to *“Please rank the proposed programmes and campaigns in order of priority”*. The community again had the option to rank each from 1 to 6 based on priority, with 1 the highest priority and 6 the lowest. Stand up for public libraries was expressed as being most important by the CILIP community, closely followed by promote information literacy and strengthen the evidence base. Seen as less of a priority by contributors were embrace information management, support world-class research and campaign for copyright reform. The second and final question of the fourth section asked members to use a free text comment box to answer *“Are there other programmes or campaigns which you feel CILIP ought to prioritise?”*. Several potential campaigns were suggested here, in line with the community’s own interests and allegiances, including campaigns promoting; digital inclusion, literacy, employer engagement, further education and

university libraries, library history and heritage, the skills of librarians and importance of libraries, open access, wages, legislation and ethics relating to information, public libraries, school libraries, and social justice.

The penultimate section was focused upon further development of CILIP's business model. The introduction to this section provided a concise and informative overview of issues relating to the current business model, as a guide for contributors; explaining the status of CILIP in relation to its royal charter and as a not-for-profit organisation. It also stressed the importance of the community in supporting the business model such as through the RMNs, SIGs, and other groups of the devolved nations of CILIP, and the financial value of the *"tremendous voluntary effort"* by the community in CILIP's past and future development (Questionnaire Data B). The membership model of CILIP was also accentuated here, stated as being *"the most visible part of this (business) model"* (Questionnaire Data B). This introduction was followed by explanation that STF is an opportunity for CILIP and its community to be able to address the business model, particularly in relation to it being fair and proportionate, good value for money, realistic and sustainable long-term, whilst enabling CILIP to invest in the community and *"balance the books at the end of the year"* (Questionnaire Data B). CILIP sought members to be more reflective here, and this was enabled through use of only free text comments, rather than being guided by pre-defined options. However, the question remained quite directed, with CILIP asking members to consider their responses around key factors of value and affordability; *"Please share your thoughts about CILIP's current and future business model. What are your ideas for developing an offer that continues to deliver value but is more affordable to a wider group of people"*. The primary suggestion here was for a tiered fee structure to be introduced, including cheaper points of entry, with emphasis on the need to keep member numbers, for example:

"The membership model should definitely be revisited to add in more tiers"

"There needs to be another banding between £17,501 - £42,000 as it is not fair that people in this bracket pay the same fees when their pay is not equal. As a new professional the monthly fee is quite high and I know a lot of people who have/are quitting because of this"

“Dwindling membership is a concern. It is easy to see why people cancel theirs at a time when income is under pressure with pay freezes in the public sector and ever rising housing costs. My £20 per month could certainly help subsidize my grocery bill or help pay for my child's school shoes”

Others focused on the value of CILIP, demanding CILIP improve its offer to members, with more tangible benefits to membership. An emphasis here was also on CPD opportunities to be more at the forefront of CILIP's offer:

“More added benefits to all members with good information dissemination and affordable training courses relevant for future skills as the future of the profession changes”

“Tangible membership benefits such as NUS and 10% off at Co-op etc.”

“More online training that is free (or very low cost) to members”

A further major suggestion called upon CILIP to sell and relocate their headquarters, amidst apparent London-centricity. This was also connected to the community wanting to ensure better links for those outside of London for CPD opportunities:

“I'll make the usual point about the viability of Ridgmount Street as a venue compared to locating in a cheaper location”

“Why are the HQ still in Ridgmount Street and not in cheaper property?”

“I think that CILIP needs to be more relevant to people outside London which is hard as there are far fewer practitioners and they are more widely spread”

“Events - I'd like to see events held around the country more than at Ridgmount Street - travelling to and staying in London is becoming more expensive. Using more public libraries as venues is an attractive option, e.g. The Hive at Worcester, Birmingham Central Library, county council offices”

A call for partnerships with other organisations and groups was also raised by contributors:

“Consider joint ventures with business membership organisations”

“Look to deliver programmes in collaboration with other similar organisations”

The final section was not as comprehensive or guided as the others, and was simply left for general comments on CILIP’s future strategic direction. Here contributors were asked to; *“please use this space to let us have any other comments, observations, views or suggestions as part of the Shape the Future consultation”*. This section repeated many of the demands from previous open comment boxes. For example, there were comments again about CILIP’s communication, lack of focus on action, the nature of the profession in relation to professionals and non-professionals, the value and cost of CILIP membership, the need for CILIP to be more visible and vocal, the importance of advocacy, the need to focus more on information and knowledge management and the library-centricity of CILIP, calls to invest more in networks and use the skills of members and the profession, London-centricity, and the siloed nature of CILIP as an organisation and community. To conclude, *Figure 6.7* conceptualises the above narrative relating to the web-based questionnaire practices as an activity system.

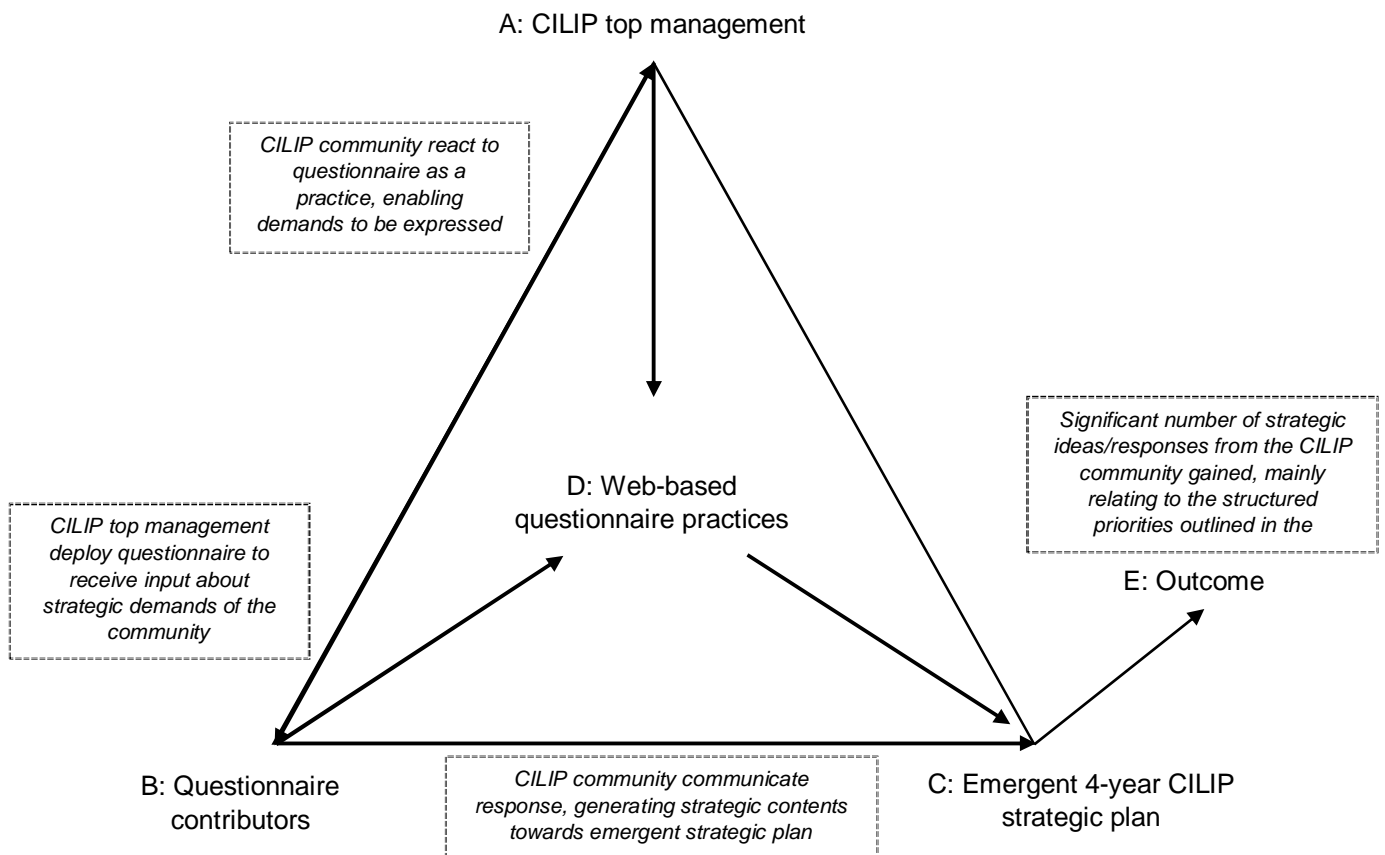


Figure 6.7: Activity system for web-based questionnaire practice of mediation in Shape the Future

The web-based questionnaire activity was illustrative of a controlled, one-way mode of inclusive open strategising activity, particularly through a response from the CILIP community to the organisations priorities and structure outlined for the strategy by top management through the questionnaire. Questionnaire contributors thus ‘responded’ to the call for opinion and ideas about the strategy, whilst CILIP management actively observed and considered the responses of the community. The nature of strategic demands here was heavily related to the questions set in the questionnaire, but were wide ranging in terms of contribution from people from all areas of the library and information profession.

6.4.2.2 Activity Three- Twitter

Twitter was identified as the second key activity in the consultation period. The aim of engaging with the CILIP community via social media was, according to the CILIP CEO, to:

“Provide a simple, intuitive and accessible channel for engagement, debate and discussion” (Interviewee A)

As was outlined in chapter four, most the social media engagement occurred through Twitter, and this is the focus of social media use here. The CILIP CEO, a frequent user of Twitter in a professional capacity, recognised both positive and negative aspects for its use as a tool for open strategising. For example, the CEO outlined the potential of Twitter for talking to the CILIP community as one, and as a means of having ongoing dialogue:

“I’m a big fan of Twitter, because of its capability for distributed, asynchronous conversation...Essentially I know there is no getting away given that we live in this sort of attention deficit age, and there is no better way to hold an ongoing dialogue with a large distributed group of people and the power of the hashtag to draw that stuff together I think is absolutely amazing” (Interviewee A)

On the other hand, the CEO outlined the potential for people misreading or misinterpreting content on Twitter, giving an example that occurred in the week running up to the start of STF, where CILIP were lambasted by its community for appearing to show support to the UK Conservative Government. A major issue here

being the Conservatives' austerity measures and the effect they have had on the library and information sector, particularly public libraries:

"We had a Twitter storm about three weeks ago, we went through terrible, terrible trouble for one misplaced word. We wrote an article in response to David Cameron's Conservative party conference speech, and I think the opportunity for libraries and a tweet went out from a colleague (at CILIP) saying how can libraries support David Cameron's agenda? And the words support and David Cameron led to about two and a half thousand tweets in the end... They were kind of angry people telling us this is outrageous, politically we've got to be fighting this government not agreeing with them then teaming up with them, and actually for three or four days we had sustained attacks. It was genuinely unpleasant for a number of staff in the office" (Interviewee A)

Another issue highlighted by the CEO was the potential issue of not being able to have substantial and meaningful strategic conversations on a platform which only allows a limited number of words to be posted:

"I think the challenge with Twitter is probably 140 characters, you know, it's very hard to strategise in a way that doesn't just mean that you get little soundbites and spin" (Interviewee A)

Contributors to STF had generally positive views on the use of Twitter as part of the consultation. Positive feedback, in particular, revolved around Twitter enabling more positive and constructive conversations in the community, especially compared to other online discussion methods used in the past, such as JISC lists⁵³. Additionally, the CILIP CEO being visible on Twitter, and being seen to be actively communicating with the CILIP community and those connected with the profession more widely was viewed as being encouraging. For example, Interviewee E outlined that Twitter enabled a more positive and constructive discourse amongst CILIP and the community during STF:

"I love Twitter...it's a very good thing to use, I know a lot of people do use it in that way, I don't know why I didn't, I think I had just done it all on the survey. I

⁵³ JISC lists are email discussion lists for education and research communities in the UK <https://www.jiscmail.ac.uk/maillinglists/a-z/>

remember it coming up actually in my Twitter feed, and there were more positive comments about CILIP and (CILIP CEO's) conversation within that, than is usual. Usually there is a very negative view of anything like this. I don't know if this is kind of an historical thing, but there just seemed to be constant ingrained cynicism of the motivations of CILIP, and that didn't actually come across as heavily on the Twitter chat that I saw, I remember noting that and thinking that was quite an interesting thing" (Interviewee E)

Interviewee Z emphasised that Twitter was particularly useful for CILIP in Scotland due to enabling increased engagement with CILIP, praising the CILIP CEO for engaging through social media more generally:

"I think the fact that he put as much as he could out on Twitter was good too. We've got big engagement on Twitter so that was useful, I think he's (CILIP CEO) made huge efforts to engage on a number of different platforms, which has had an effect" (Interviewee Z)

Interviewee L praised the new CEO's change in approach towards developing the strategy openly and noted that other members she had spoken to had also noted that being able to engage with the CEO directly was a positive aspect of the consultation:

"I think (CILIP CEO) has been a great change to CILIP. I got on brilliantly with (previous CEO), and I think she also changed things quite a lot...but, I think (CILIP CEO) as with anything you know when somebody new comes in they want to do things slightly differently. I think it's been very positive so far, my perception of other members' reactions to things has generally been quite positive, which is nice. I think there have been, because of the encouragement for people to give feedback by whatever means they wish to, I think that was helpful in engaging some of the people who are perhaps lapsed members or not very active members, because they've been able to, for example, have conversations with (CILIP CEO) on Twitter. Some people I have heard through conversations, people say how surprised they've been that they've been able to do that, and I think they've seen that as a positive thing... I also think the more voices that have informed that strategy, the more likely that strategy is to be something that people are going to buy into" (Interviewee L)

However, there were also some members of the community who don't engage with social media, and thus some interviewees highlighted the potential risk of missing out on engagement if too much emphasis is placed on using platforms such as Twitter:

"I have to say I don't really use social media much to engage with CILIP. I suppose that there is a little bit of a risk with putting too much emphasis on social media, you don't necessarily reach, well you reach particular groups, but there are other people who miss out on the message there" (Interviewee N)

"I don't really engage that much with Twitter. I have an account but I tend to use it more for showing researchers how to use it, rather than using it myself. It's the time aspect, it's like oh my god, that's just another thing to do, and look out for. It's maybe a generational thing" (Interviewee U)

The chair of the CILIP board explained that this was something considered when planning STF, and a key consideration was ensuring that multiple channels were available so that as many people could access the consultation and contribute their views as possible:

"Quite a few people deliberately don't do Twitter, and if they have Facebook they keep it for personal use only, they don't use it for work. I mean, yeah, using things like Twitter to promote it is fine, but you've got to put it in the Update magazine, you've got to do it in the weekly email, you know, you've got to use every channel. I find it quite useful to reverse a question and I would say well why wouldn't you use every mechanism open to you, we were not going to use consultants to do this, it was going to be done in house, it had a tight timescale, so of course you use every route that people might use" (Interviewee C)

The first use of Twitter by CILIP came through use of a designated hashtag (#CILIP2020) and Tweets sent using the hashtag were monitored on an ongoing basis throughout the consultation period using Twitter tools such as Tweetdeck⁵⁴. A Storify⁵⁵ archive, a means of social media storytelling, was created to capture and formulate a list of tweets and messages, filtering out any that were deemed irrelevant to the

⁵⁴ Tweetdeck is an application which Twitter users can use to help manage their account <https://tweetdeck.twitter.com/>

⁵⁵ Storify allows social media users to create stories by importing content from social platforms such as Twitter, and group this into a timeline format <https://storify.com/>

consultation. In practice, the principle use of the CILIP2020 hashtag was to promote STF, and many of the Tweets posted links to the web-based questionnaire to encourage the CILIP community to complete this. For example, the following Tweets⁵⁶ were from CILIP's Twitter account (@CILIPinfo):

"This autumn CILIP will run a collaborative project to develop our new strategy to 2020 <http://www.cilip.org.uk/cilip/about/projects-reviews/strategic-plan-2016-2020> ... #CILIP2020"

"The #CILIP2020 consultation is now open - help us create a strategic plan for the future <http://www.cilip.org.uk/cilip/about/projects-reviews/strategic-plan-2016-2020> ..."

Additionally, the CEO⁵⁷ frequently used the hashtag to update on progress with the consultation, and to update on his engagement with CILIP groups through the STF face-to-face consultation events:

"Over 100 responses to @CILIPinfo Shape the Future consultation by the 2nd day! Really valuable ideas! <http://www.cilip.org.uk/strategy2020> #CILIP2020"

"With huge thanks to everyone that participated in #CILIP2020 the Summary Report, dataset & draft Plan now up at <http://www.cilip.org.uk/about/projects-reviews/strategic-plan-2016-2020>..."

"Excellent #CILIP2020 meeting with @CILIP_YH in #York tonight - talking advocacy, value, price, qualifications & not being London-centric"

The CILIP community also attempted to encourage others to contribute by using the hashtag, thus also aiding CILIP top management in attempting to make the consultation more visible:

"It's the last day of the @CILIPinfo consultation, have your say and take part here: <http://www.cilip.org.uk/about/projects-reviews/strategic-plan-2016-2020> ... #CILIP2020"

⁵⁶ Example Tweets in the analysis of the hashtag are sourced from Twitter Data A.

⁵⁷ Where relevant, the Twitter handle for the CILIP CEO is anonymised to @CILIPCEO in this analysis.

*“Calling all info professionals - have your say b4 16th December on @CILIPinfo
Shape the Future <http://www.cilip.org.uk/strategy2020> #CILIP2020”*

Few substantial comments from the community were received through the hashtag regarding specific demands, as was intended. However, members did use the hashtag to express some opinion about CILIP and its strategy. These responses broadly focused on calls for more focus on information and knowledge management, the need for increased and updated training and CPD opportunities, and the need for CILIP to improve its communications.

The second use of Twitter in STF took the form of a structured two-hour long Twitter discussion. CILIP emphasised this use of Twitter gathered more substantial strategic input as part of the consultation phase. The event was hosted by UKlibchat, an external library and information professional interest group, who were seen as a suitable external organisation to host the event, as outlined by the CILIP CEO:

“@UKlibchat is a network of professionals which hosts periodic moderated online discussions. The director of External Relations Brokered a partnership with them to run a joint Shape the Future consultation discussion...Participation in the @UKlibchat discussion was very constructive” (Planning Documentation C)

The Twitter discussion had no barriers to participation and afforded an opportunity for members to directly ask questions to the CILIP CEO. In an interview with the CILIP CEO the day before the Twitter discussion, he expressed a wariness regarding the unpredictable nature of the open, online conversation. However, he also stated it was a necessity that CILIP could demonstrate an awareness and understanding of key issues being expressed by the community through such means:

“It’s one of the reasons why the UKlibchat thing is going to be really interesting, because it is really a test of our integrity. It’s, you know, we’re just simply put in the position where we have to answer the questions in a way that makes sense. If we can’t it really means there’s a flaw in the thinking... I’m going to be sat there, we’ve talked about different ways of doing this, but it’s tricky. We’ve got a broad structure so we know there are ten or so questions overall, about six of which we have written and the rest have been written by the community. One of

which has been laid as a complete bear trap, I think the question is 'is it possible to be politically neutral and still relevant?'...but it's a great question and people want to ask about, you know, what the political stance is. So, it's going to be me at a computer, I think possibly there might be one of the members of staff who is going to be helping and watching, because one of the difficulties is it's a bit like controlling a fire hose, it is going to be coming from different directions"
(Interviewee A)

One interviewee stated that hosting this with an external group took control of the discussion away from CILIP, and thus the discussion appeared more neutral and less 'CILIP-centric':

"I think it was good to engage with the UKlibchat group as well. You know, that has some CILIP members and some non-CILIP members, and I think it was a really good idea to get a social media discussion, and I think it was a great idea to hook up with something that already existed, rather than something, than trying to do something that's very CILIP-centric. I think it's good that it wasn't hosted by CILIP, I think it helped for some people to see that it was a little bit more neutral" (Interviewee L)

The Twitter discussion generated over 1000 tweets with participation from the CILIP community including members and former members, and those connected to the wider library and information profession. The role of UKlibchat volunteers in facilitating the event was also significant. UKlibchat structured the strategy discussion based on their usual format. This included naming the event, setting a date and time, and hosting the event under their custom Twitter hashtag (#UKlibchat). The two-hour Twitter discussion was focused around twelve questions about CILIP's next strategic plan. The first six of these were structured by CILIP and the latter six were structured by the CILIP community. UKlibchat opened an agenda on their website for members to submit potential questions, as was outlined by Interviewee D, a volunteer at UKlibchat:

"We teamed up with CILIP to do a Shape the Future themed chat, and CILIP sets a few of the questions for that, and anyone else could ask questions... It's been going for about five years now and I wasn't involved in it right at the start but I've done it for about three years. It was, it came off an American Twitter chat which is 'LIBCHAT', which I think has kind of fizzled out now. We thought

it would be quite useful to have a UK-based and focused chat group... It's a good thing to be involved in, and you get to chat to the people, although it's called UKlibchat there are people coming from quite far afield" (Interviewee D)

UKlibchat promoted the event through a news article on their website, and via their own Twitter account. UKlibchat were also actively involved in the live conduct of the Twitter discussion; posting during the event, particularly to moderate and move the conversation through each of the twelve pre-defined questions, whilst keeping time to ensure each question was allowed sufficient coverage. UKlibchat volunteers helped to analyse the output of the event in the form of a Twitter Storify. As part of the Storify process, UKlibchat ordered tweets from the event chronologically, so that CILIP and its community had a 'take home' from the event, additionally used by CILIP to inform the wider consultation. The days leading up to the event saw considerable promotion from CILIP, UKlibchat and others in the CILIP community, encouraging others to take part. CILIP also promoted the event using their social media channels, primarily using the #CILIP2020 hashtag, as a further example of its use primarily as a promotion tool for raising awareness about STF. The following Tweets⁵⁸ from CILIP, UKlibchat and the CILIP CEO are examples of this:

"Help shape the #CILIP2020 strategic plan: follow the #UKLIBCHAT with @CILIPCEO on tomorrow, 18.30-20.30"

"Don't miss tonight's packed #uklibchat 6:30pm GMT. 12 questions in 2 hours. We're already starting to warm up our typing fingers!"

"Online & ready for #uklibchat on 'A c21st professional association' – thanks so much to @UKlibchat for hosting #CILIP2020 @CILIPinfo"

The discussion started with introductions, demonstrating the broad range of participants, from the CEO leading the chat, to CILIP Regional and SIG committee members, to non-members from the wider library and information community, including outside of the UK:

⁵⁸ Example Tweets in the analysis for the UKlibchat discussion are sourced from Twitter Data B.

“@uklibchat Good evening everyone, I’m (CILIP CEO), Chief Executive of @CILIPinfo #uklibchat”

“I’m a solo librarian in a nature conservation org – CILIP member since 2011 and on @MultiMediaIT SIG committee #uklibchat”

#uklibchat Tracy in Philadelphia. Private law firm librarian. (It is a gorgeous 72F/22C and sunny with blue skies here.) Great chat topic!”

The specific questions which formed the basis for the Twitter discussion brought about different viewpoints and outcomes in relation to the competing demands of CILIP stakeholders, with many disparate views from different groups about CILIPs action and direction in relation to their next strategy, emphasised in a jocular fashion by a contributor towards the end of the discussion:

“Tonight’s #uklibchat reminds me of the fight sequence in Anchorman”

The twelve questions which the discussion revolved around are shown in *Table 6.1*, and accompanying these is a more detailed overview of the demands of the CILIP community, and the contents developed from discussion of each question⁵⁹.

UKlibchat Twitter discussion agenda (by question)	Overview of discussion and emerging competing demands
<i>“What do you see as the role of a professional body in the 21st century?”</i>	The main demand here was that CILIP should be advocating more for the profession and all its relevant sectors, including for the profession and its importance to society. Many contributors also highlighted the need to advocate for libraries and librarian skills more specifically. To ‘set standards’ for the profession was a further core demand here from contributors; The CILIP CEO also stated to contributors that advocacy had formed a large consideration in peoples’ feedback to the consultation to date. In addition to advocacy for the profession, others called for CILIP to place more emphasis on supporting CPD of members and on supporting research, and the need for CILIP to be a unified voice for the profession. This conversation also led for calls for CILIP to continue communicating openly, and to be more visible and aware of ongoing trends in the wider professional community.
<i>“Which associations are you a member of and why?”</i>	Although many Tweets here were contributors listing their other professional affiliations, it also generated more substantiated discussion regarding strategic issues. One example was a conversation between

⁵⁹ A more detailed, question-by-question analysis of the discussion is available in the appendices (appendix G). This detailed analysis also more clearly illuminates the interaction between the CILIP community and the CILIP CEO in strategising using Twitter.

	<p>members and the CEO about the need for CILIP to partner with other organisations relevant to the profession, such as with the UK School Library Association (UKSLA). Cost was also raised as an issue, and some expressed being unable to afford paying for multiple professional memberships. In relation to value, some suggested that CILIP and being a chartered library and information professional is no longer valued by employers. Meanwhile, contributors expressed the positive effect of access to social and informal networking, as an important aspect of professional associations and groups.</p>
<p><i>“What should the professional association do to shape and develop the future workforce?”</i></p>	<p>The broad nature of this meant that a number of major themes emerged. Again, a prominent stream of discussion here regarded the cost of CILIP membership. A further focus involved discussions about fees being preventative for new professionals affecting their prospects, particularly in relation to CPD. A further specific focus in regard to CPD regarded availability of library and information courses in the UK, and how an increasing shortage of courses are having an impact on the development of new professionals. Additionally, some members commented that training was too focused on London, and CILIP was too ‘London-centric’. A final stream of discussion revolved around advocacy, specifically the community calling for CILIP to advocate more for libraries and librarian skills.</p>
<p><i>“How should we develop an offer that is relevant and useful to new professionals?”</i></p>	<p>Recurring themes from earlier questions were dominant here, including advocacy for the profession and professional skills and the cost of membership. Additionally, and unsurprising given the nature of the question, further suggestions that CILIP should be providing more for CPD and development of new professionals, particularly training, were common. Suggestion again arose that CILIP could learn from other organisations, this time the suggestion being the American Library Association (ALA). A final major theme here again included members expressing dissatisfaction with CPD opportunities outside of London, emphasising the notion that CILIP is too London-centric.</p>
<p><i>“Should CILIP develop an offer that is more open and inclusive, including to non-professionals. What should this look like?”</i></p>	<p>Dominant suggestions here were for CILIP to be more inclusive of ‘non-professionals’ as part of its membership offer, such as library assistants. This ignited discussion around the nature of the profession, particularly the professional vs non-professional and volunteer debate. Others believed that it was important to have a good mix of professionals and non-professionals to ensure CILIP was representative, and various contributors suggested that the term ‘para-professional’ was more suitable for those professionals who are employed in traditionally non-professional roles. The CILIP CEO suggested a potential issue was then integrating non-professionals into CILIP’s existing structure, whilst ensuring this doesn’t undermine those who are members of CILIP as professionals, such as chartered members. This also led to further debate about the affordability of CILIP. Building on this, one member suggested that a bigger issue for CILIP are those professionals who have not renewed membership, and decided to set up groups which are more forward thinking, and relevant.</p>
<p><i>“Are you a CILIP member? If so, what do you value most? If not, why not?”</i></p>	<p>There were numerous reasons suggested here for those who had joined CILIP. In line with the question, many contributors focused on the value of CILIP and</p>

	<p>membership, suggesting that it was a valuable addition to their CV when applying for jobs, for training, networking, CPD and for other member benefits such as resource access and the CILIP magazine. In contrast, several non-members opined that they didn't see the value, and that there were more obvious resources that are freely available elsewhere, or more informal networks which were equally of benefit to those who wanted to network with the library and information profession. Others stressed the importance of cross-sector collaboration, and felt it was something CILIP should be trying to facilitate more for its members. Issues surrounding cost and value of membership again became a factor in this question, and when the CILIP CEO queried further to suggestions members wouldn't renew, people expressed the value was a key factor, linking this again to perceived London-centricity.</p>
<p><i>“What should CILIP do to promote the interests of library, information and knowledge professionals?”</i></p>	<p>The suggestion that CILIP needed to do more to push for educating about the importance and skills of the profession was dominant here. A further suggestion regarding the nature of the profession, was that CILIP needs to do more to protect and ensure society understand their role and skills. A number of information professionals also added to this argument, expressing that CILIP was too 'library-centric' and needed to offer more value for information professionals, and make them a more prominent focus generally. The recurring issue of London-centricity then re-emerged, but with specific emphasis on CILIP needing to do more to support regional networks and give members more core responsibilities, helping to break down silos in the community. The final main stream of discussion, was that contributors again suggested that CILIP should be doing more to partner with organisations in the profession, particularly as a means of working towards more advocacy for the sector and its people. Additionally, there was some continued debate about the value of CILIP to those who fall outside the boundary of being classified as a professional.</p>
<p><i>“Is it possible for a professional association to remain entirely neutral while still being relevant?”</i></p>	<p>The responses to this question took a predominantly political slant, and streams of discussion revolved around what contributors thought CILIP should be doing in relation to advocacy, and the conversation was almost entirely focused on advocacy for libraries and library closures and CILIP's lack of action in recent times in response to government cuts to library services. In response, some members of the community took chance to again highlight that CILIP focuses too much on library issues already, emphasising the view from some parts of the community regarding CILIP being too library-centric. Contributors suggested CILIP need more explicit points of contact, and need to be more visible in their efforts to help the community. The CILIP CEO also expressed that CILIP had to be careful not to be seen siding with certain political parties, due to its charitable status. Overall, contributors were damning of the suggestion that CILIP should be politically neutral.</p>
<p><i>“Should CILIP consider commissioning and/or accrediting MOOCs for continuing professional development?”</i></p>	<p>The reaction to suggestions that CILIP should consider developing or accrediting MOOCs was overwhelmingly positive. However, some contributors were more cautious, and expressed that MOOCs would be valuable, but need to be approached and utilised by CILIP in the correct way so they don't</p>

	replace conventional training courses and methods. Thus, much of this discussion focused again on CPD.
<i>“Should CILIP seek to set up its own professional qualification for librarians that covers the BIPK (PKSB) comprising MOOCs?”</i>	There were minimal specific responses to this question, however contributors suggested that such a qualification might be useful, particularly to para-professionals. One concern here was cost of development of MOOCs.
<i>“As library schools begin to close, should CILIP consider reintroducing professional exams as an alternative qualification route?”</i>	The feedback to introducing professional exams was mixed, with some very explicit objections, and some who thought it could be worth considering if approached correctly, such as working with higher education institutions to help develop exams and ensure the qualifications would be respected.
<i>“Should CILIP review its groups further? There is still some duplication & there is less funding to attend external events”</i>	The reactions to reviewing group structures was mixed, with some in favour of change, and others content with the current structure. More significantly, the streams of discussion here revolved again around silos in CILIP, London-centricity, and CILIP needing to do more to support its groups and utilise the skills of CILIP members. The CILIP CEO opined that the current network was fine, but one potential development would be creation of a new group focusing on knowledge and information management.

Table 6.1: Summary of UKlibchat Twitter discussion agenda by question

In sum, the demands revolved broadly around issues connected with advocacy, the value of CILIP and its cost, CPD, CILIP’s past and future actions, the nature of the library and information profession, and CILIPs perceived library- and London-centricity. More specific examples of the issues raised are outlined in the remainder of this section, and these also demonstrate the two-way, collaborative nature of the Twitter discussion event, by showing conversations between contributors, and with the CILIP CEO.

Below is a stream of discussion as an example of the CILIP community expressing dissatisfaction at the cost of CILIP membership:

“Q6 I’m a member and the thing I value most is free membership for students. Not sure I could afford it otherwise...#uklibchat”

“#uklibchat q6 I’m a cilip member cos it’s half price as a new professional but I won’t renew to pay full price”

*“@libraryjamie It is *so* expensive, isn’t it? Especially comparatively! #uklibchat”*

“@libraryjamie @LibrarySherpa @heliotropia Ideally the professional organisation would be affordable... #uklibchat”

The discussion also focused heavily on advocacy, and a dominant focus were calls for CILIP to advocate against library closures:

“@uklibchat possibly have a stronger word with local councils to stop closures! #uklibchat q7”

“A MUCH stronger word @katykinguk @uklibchat #uklibchat Q7”

“I wish I had more than 140 chars for that one @katykinguk! It is the defining challenge & needs attacking at national level #uklibchat” (CILIP CEO)

A further demand regarding advocacy was for CILIP to do more to express and promote the relevance of the skills of those in the profession:

“Q3 work to combat poor stereotypes, esp. in this profession. Push the reality of our work, especially to students #uklibchat”

“Q3 – excite them. Emphasise importance & relevance of traditional skills in 21st C. Divining trust never been more important #uklibchat”

Below is an example of contributors expressing their belief that CILIP is oftentimes too library-centric, demanding that CILIP focus more on information and knowledge management:

“#uklibchat Q7 does CILIP promote the interests of Info Profs though? It’s very library-centric sometimes”

“@CILIPCEO @uklibchat Have to be biased in favour of info and knowledge as well – not just high vis library issues”

“I’d like to see CILIP advocacy on behalf of other sectors. Go out to professional services etc. not just always public & schools #uklibchat”

Similarly, London-centricity was also a frequent issue raised, as demonstrated in the Tweets below:

“I used to work in the Midlands and always found it difficult to interact with @CILIPinfo because most events based in London #uklibchat”

“Q12 if less groups would help them be more active in places other than London that could be good #uklibchat”

The CILIP community made clear that the enablement of CPD opportunities should be core to CILIP’s work, particularly in relation to enabling career development, and calls to include new professionals:

“#uklibchat Q1 Set standards for prof support continuing professional development, advocate for profession. It’s about showcasing prof values”

“Q1 #uklibchat Support the professional development of members, advocate for the profession and research future developments”

“uklibchat q3 invest in those of us at the beginning of our career. Your fees are preventative, advancement prospects are bleak for us”

In a more positive light to much of the above, there were many Tweets which praised CILIP for the positive aspects and benefits of its current membership offer:

“uklibchat Q6 Yes, being able to put it on CV/Linkedin. It shows my commitment to future employers, also discount on Facet Publishing”

“Q6 I’m a CILIP member and really value ejournal access, CPD framework provided by chartership and SIGs #uklibchat”

“I value chartership mentors and being part of a member network enabling me to play a role in our profession #uklibchat q6”

However, more frequent were those which felt CILIP didn’t offer enough tangible benefits, thus questioning the value of membership:

“@uklibchat Personally, not being in a prof assoc doesn’t make me feel I’m “missing out”. I don’t see the benefits, frankly”

“@CILIPCEO @libraryjamie value for me – especially when everything happens in London #uklibchat Q6”

“#uklibchat Q2 Cilip doesn’t appear to be valued by my organisation – they won’t pay fees. Chartership irrelevant. Fees are paid for QCI”

Lastly, a recurrent demand through the structured questions was the need for CILIP to unify and partner more with other communities and organisations, for example:

“@LibrarySherpa am thinking @CILIPinfo could learn a lot from American Library Association? #uklibchat”

“@emmasuffield @copyrightgirl can’t afford to belong to both CILIP & @uksla wish there would be a partnership!”

In summarising, *Figures 6.8 and 6.9* conceptualise the narrative of Twitter practices in STF as activity systems. As Twitter was utilised in two distinct ways, two activity systems are displayed. *Figure 6.8* conceptualises that the Twitter hashtag enabled CILIP top management opportunity to communicate about the consultation process, and issue updates. It afforded the CILIP community to both observe the output from CILIP top management, and be included in strategy through the enablement to respond through the hashtag about their own demands for the four-year strategy. This was again a one-way mode of activity, limited by the word-limit of the platform.

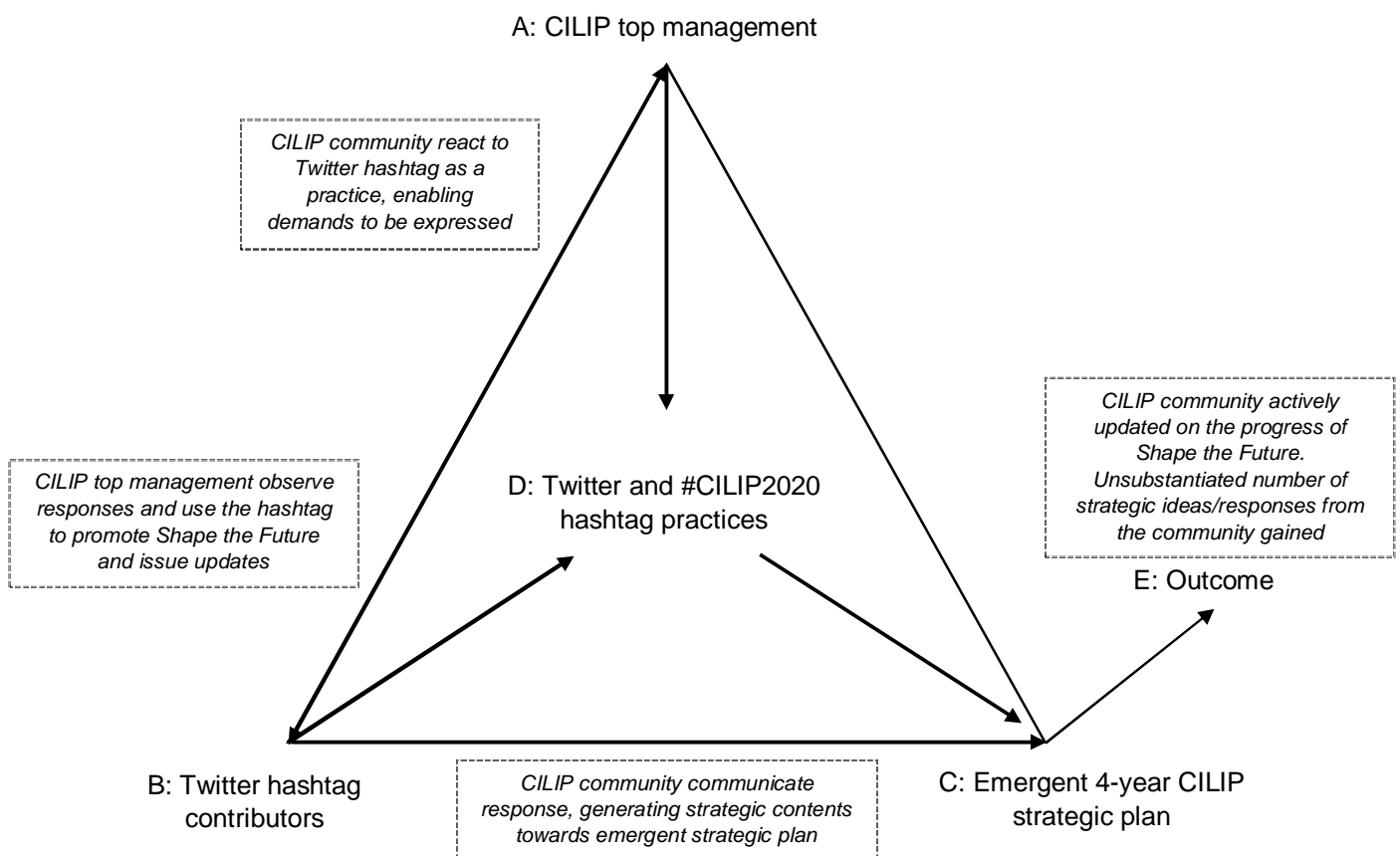


Figure 6.8: Activity system for Twitter hashtag practices of mediation in Shape the Future

Figure 6.9 conceptualises the Twitter discussion hosted by UKlibchat.

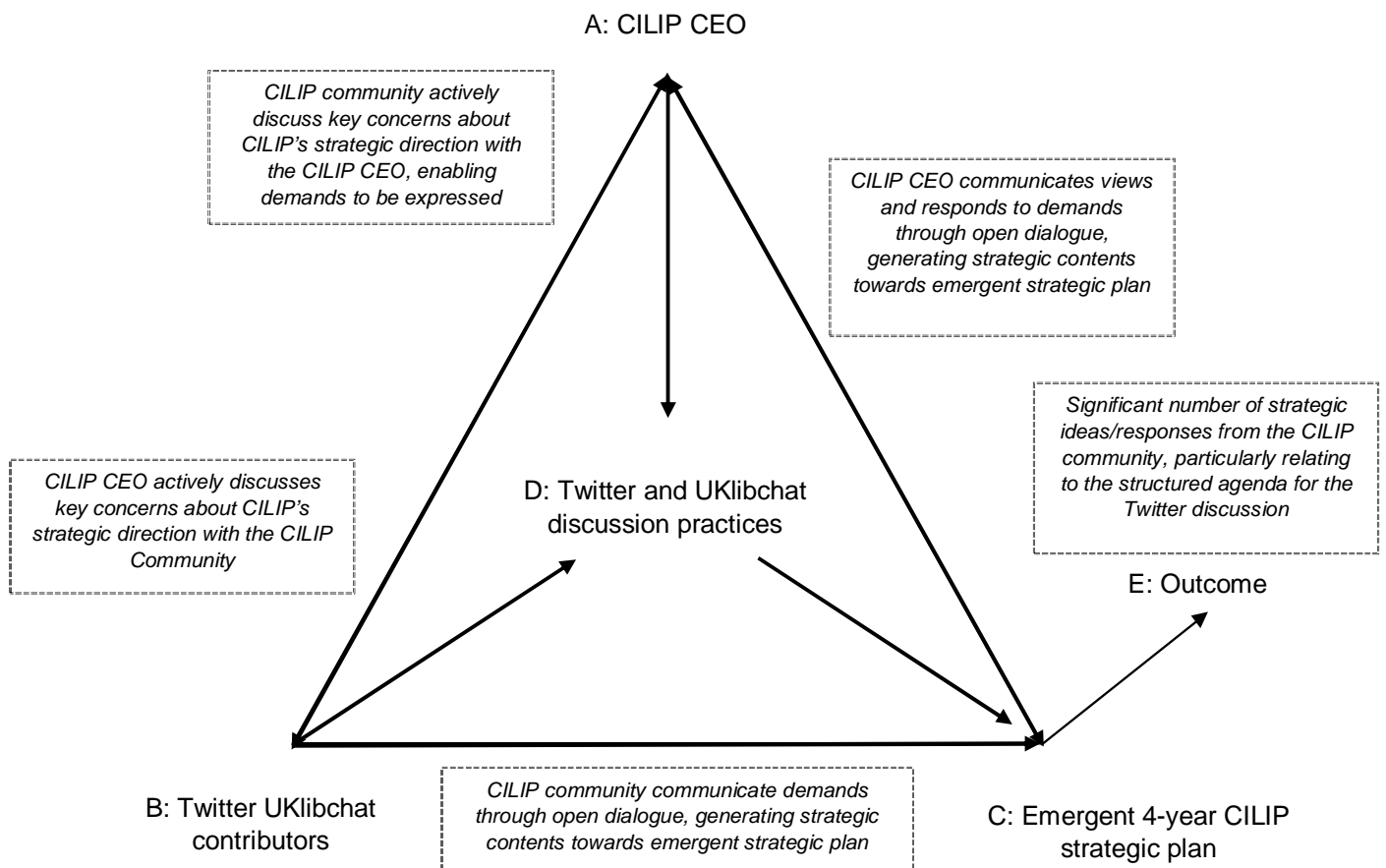


Figure 6.9: Activity system for Twitter UKlibchat discussion practices of mediation in Shape the Future

This was illustrative of a two-way conversation between initiators of the OS initiative and its contributors. It enabled an inclusive, structured two-way dialogue to take place with no hierarchy or barriers to participation. During the two-hour discussion, the CEO and members were ‘collaborating’ and having an open discussion about strategic direction and priorities, and the CILIP community were explicit about demands which they believed were key to CILIPs legitimate direction as an organisation.

6.4.2.3 Activity Four- Face-to-face consultation events

The third activity of the consultation phase of STF involved 30 face-to-face consultation events facilitated by the CEO and top management team, and attended by the CEO. CILIP chose to conduct different types of face-to-face events to engage members. The most prominent were regional consultation events facilitated by the CILIP regional networks, and meetings with CILIP SIGs. The CEO and board also held

consultation events to include the devolved nations of CILIP, comprising of meetings in Scotland, Wales and Northern Ireland. The principle aims of the consultation events were to facilitate discussion and exploration of the key themes raised in the STF consultation document, to introduce the new CEO to CILIP members, and demonstrate a commitment to overcoming what has long been labelled as 'London-centricity' within CILIP. As was stated by the CILIP CEO at an observation event with the East Midlands Member Network:

"The best way of talking to CILIP members is talking to CILIP members. There is no substitute for face-to-face discussion" (Observation Data B)

Further, the events were used as an opportunity for members to discuss issues in a direct way, and as a means of ensuring wide and positive levels of engagement with the strategy consultation process. Attendance at the meetings was varied, and to reflect this two formats were planned. In consultation events with lower attendance, the format was that of a 'round-table' style discussion about strategy following a pre-set agenda, with members expressing demands, and asking questions throughout. In sessions with larger attendance, the CEO used formal PowerPoint presentations and other visual aids such as whiteboards and flipcharts, and presented the purpose of STF, encouraged engagement, and detailed core aspects of the strategy consultation document, such as strategic priorities and enablers. After the presentation, the room was opened for questions and further discussion amongst the CILIP community and the CEO. *Figure 6.10* shows an example of a STF PowerPoint presentation at a face-to-face consultation event, and an example set of slides demonstrating presentation of key priorities, facts and figures and statements (Observation Data E).

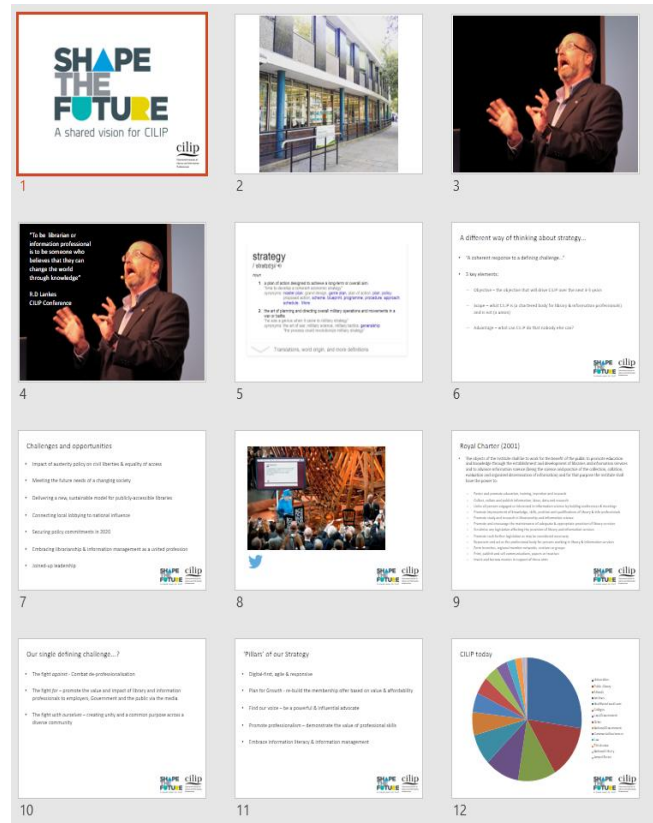
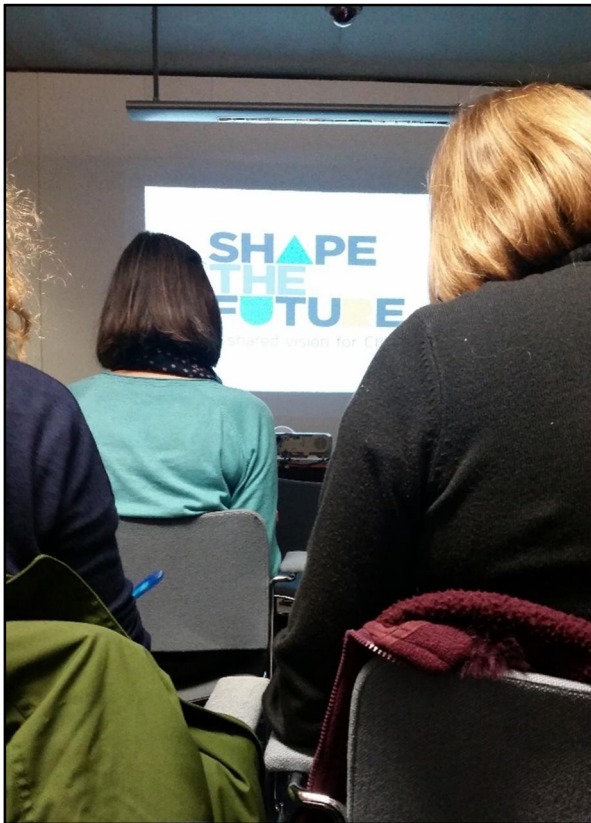


Figure 6.10: Example presentation for Shape the Future at the Norfolk and Norwich Millennium Library, and example PowerPoint slides used

Further, the CILIP CEO emphasised that discussing strategy via these face-to-face formats meant that people could think strategically, allowing a means of discussing strategy that comes more naturally:

“I think the interesting thing about the events are that it’s a lot easier to prompt people to think strategically when you’re face-to-face and you can talk to them about the consultation, and the priorities, and the organisation” (Interviewee A)

Equally, the face-to-face consultation events received the most positive response from the CILIP community, with the opportunity to meet and discuss strategic issues with the CEO directly, and gaining better understanding of the core purpose of STF being particularly popular. Also prominent were positive comments about the CEO himself in this regard, for example:

“We fed back to him what we thought about it...he went to the groups and listened to us and was very good. So, the fact that they were coming out to listen

to people was very good, the thing is our network is a very diverse set of people. You've got school librarians, and public librarians, you've got university librarians, specialist subject librarians, so around that table it's the voices of lots of different people with lots of different experiences and lots of different priorities about what issues effect their daily lives" (Interviewee V)

"I thought it was particularly good that (CILIP CEO) went out and met different member networks and special interest groups, especially because he is new in the role as CEO of CILIP, so it was a chance for him to get to know what the members are wanting" (Interviewee D)

"I think the consultation events were really good, being prepared to be open personally, and to turn up and speak to people, and take things on the chin. I think that made a big difference...there's been a lot of dissatisfaction with different things, and I think people having the chance to air those grievances and to see (CILIP CEO) empathise and agree to take them on board made a big difference" (Interviewee Z)

"I think if you really want to get a dialogue going, you need to talk to people, because that gives you something that sits behind the responses that they'll give you through a survey" (Interviewee K)

"It smacks of Labour's big conversation or whatever it was, was it Tony Blair who did that, something like that, but if it works, it works, because it means that you do two things. One is, assuming people turn out, you made the effort and people will see you made the effort, so you get buy in, you get people on side, you get buy in just from doing that. Equally, you get to meet the people you're representing, which he is, and I always think if people throw bad stuff at you, it's no bad thing. At least then you know what the problem is" (Interviewee T)

CILIP staff were also positive about this, and the generally positive attempts to make CILIP and their presence more visible to members and the wider library and information profession:

"I think it's been good that (CILIP CEO) has been travelling around and engaging with the membership, it's refreshing. I've been travelling around events like this one as a development officer and its positive for members to see this engagement" (Interviewee X)

“We’re doing a lot to try and to be more inclusive and emphasise that CILIP is a UK wide organisation. I think that’s been shown through the consultation events. It’s something past CEOs have tried as well, and I think we’ve come a long way but there’s still work to be done. Again, we come to events like this to talk to members and potential members and make CILIP more visible” (Interviewee Y)

Interviewees also stated that the events gave a better perspective and understanding of what the CEO and CILIP were trying to achieve through the OS initiative:

“I would want to hear (CILIP CEO) talk about it first if I could, because I completed it (web-based questionnaire) before talking to (CILIP CEO), and I wish I’d done it the other way around. So, if they did it again, I would wait and see if (CILIP CEO) was going to do any kind of public speaking about it, because I think that really changed how I felt about the whole thing...I answered and everything but when (CILIP CEO) came and talked it through, it was much more inspiring and much more interesting, and I understood it much better...it seemed to me there seemed to be quite a distinction between how (CILIP CEO) presented, and how it was on the website, where it seemed very dry and a bit overly formal and a bit just, you know, content heavy, whereas (CILIP CEO) was talking about what he hoped, what it was for, and why they were doing it and all that, and outlined all the strands and things. I felt that was a much better way for us to actually engage with it. I know he can’t actually realistically speak to every single member of the organisation, but to me there was quite a stark difference between the two” (Interviewee E)

“That was quite encouraging and you kind of think well things are happening and CILIP is going in a direction that I agree with. So, just as much of that as possible really, talking to people. I know it takes a lot of time and travel, but for me that has more impact than knowing that this is on the website, and not getting round to reading it” (Interviewee I)

The head of CILIP in Scotland emphasised that from their perspective, the face-to-face consultation events were perceived as being particularly important by the CILIP community in Scotland:

“I think it’s a great thing. The only disadvantage, if you’re asking about the open consultation model, from a Scotland perspective it’s probably the cost to CILIP

of actually physically bringing reps from London to those consultative meetings, but if they're prepared to bear the cost, I think it gives us huge payback, you know, it's an investment that's worth it...it's definitely been worth it because the members really appreciate the feedback we get, and the feedback we get is that the members appreciate that face-to-face talk" (Interviewee Z)

Similarly, the head of CILIP Ireland expressed that the consultation event in Ireland was particularly beneficial in relation to their members being able to see and speak to the CEO directly, especially as they are usually isolated from CILIP's staff base in London:

"I've been incredibly impressed by it actually. I think again I guess I have to give it a Northern Ireland perspective and I guess at times it can be difficult for us, as we can feel isolated here, compared to what's happening in London and whether that's particularly relevant. Sometimes I'm observing the committee and we're presented with something that's of less interest, and I find it really interesting about Shape the Future consultation is the opportunity for everyone to contribute, regardless of what level of interaction you've had with CILIP. I think the Northern Ireland perspective and in terms of contributing, the opportunity for the CILIP CEO to come to Northern Ireland and speak with our members was particularly beneficial" (Interviewee Q)

The main themes in the consultation focused on a combination of more general issues relating to CILIP as an organisation, the library and information profession, and those demands more specific to certain RMNs and SIGs. These are grouped here to form several key themes. The consultation events generally started with the CILIP CEO explaining the aim of the events; to use the views of participants in these meetings to inform the strategy, whilst also emphasising that the strategy consultation ends on the 16th December, with intended analysis of the data and sense-making starting soon after. The CEO also focused the consultation events on the incomplete merger between the Library Association and the Institute of Information Scientists, emphasising that the consultation events were specifically aimed at ensuring CILIP was being more inclusive and less London-centric, for example:

"When I started at CILIP it didn't feel like a community. The office in London feels separate from the rest of the country. CILIP could be seen as an

incomplete merger of two professions, I'd like to finish the job. The CILIP membership is very dispersed, especially in different countries; Ireland, Wales and increasingly as we've seen over recent months Scotland. We have to encourage people to join the profession, but also make it an exciting area in which to work" (CILIP CEO, Observation Data B)

The CILIP CEO highlighted that consistent issues raised at regional consultation events focused upon: needing an improved membership model which offers more tangible value, needing CILIP to communicate more clearly and frequently with groups, and to be more open and transparent, as shown in *Table 6.2* (Planning Documentation C).

Dominant Demands from Regional Consultation Events	Description of Demands (from CILIP CEO)
Develop the membership model and improve value of offering	<i>"A clear need for CILIP to create a new, affordable membership offer and to strengthen the value associated with that"</i>
More timely and improved communications with the community	<i>"A frustration with difficulties associated with sharing data with Regional Member Networks about their own members in a timely and open manner (and therefore a break in communications and member engagement)"</i> <i>"A need for CILIP to provide clear early-warning about forthcoming campaigns and initiatives, both to solicit feedback from Regional Member Networks and to give them time to engage with the campaign and support it where appropriate"</i>
Show more openness and transparency	<i>"Build a more equitable 'adult-to-adult' relationship between CILIP and the Regional Member Networks based on mutual trust, transparency and open communications"</i>

Table 6.2: Dominant demands emerging from the face-to-face consultation events at regional group events

Calls for CILIP to create a new, affordable membership offer and to strengthen the value associated with its offer were a dominant stream of conversation. For example, some attendees used subscription services such as Spotify and Netflix as examples to highlight what they could purchase each month for the price of CILIP membership, criticising the lack of tangible value and benefit of CILIP's offer. Contributors also focused on the nature of the library and information profession, particularly expressing

that CILIP's current model is too exclusive, and needs to be inclusive of those traditionally classed by CILIP as 'non-professionals':

"You could get Spotify and Netflix for about twenty pounds a month, or a lot of other things, and sometimes it just makes me think about whether I should really bother paying for it, to be honest" (CILIP Member, Observation Data C)

"Is CILIP a professionalism tax? Maybe it should be an all-inclusive community" (CILIP Member, Observation Data B)

"How can we have a community unless this is resolved? CILIP need to make a decision about whether to represent the CILIP membership or the whole library and information community" (CILIP Member, Observation Data E)

The CILIP CEO stated at a number of consultation events that it was CILIP's aim to be as open and inclusive as possible, including by being inclusive of all in the library and information profession:

"A model which only makes it feel exclusive to professionals, when information professionals and their roles can be so diverse is problematic. There is a need to be more inclusive and dynamic to a wider range of potential members" (CILIP CEO, Observation Data B)

"We want to be an open, welcoming and inclusive organisation, that's our goal" (CILIP CEO, Observation Data E)

There was also some emphasis on new professionals here, where contributors stressed the need to appeal to new professionals as way of maintaining a sustainable, long-term membership:

"If you're not grabbing members early in their career, then they are lost forever" (CILIP Member, Observation Data B)

Regarding CILIP's communication with the community, contributors questioned how STF will be implemented, and raised concerns with the CILIP CEO about whether CILIP were going to use the consultation to inform a strategy, or whether it is just another introspective exercise. A frequent example used here was the attempt by CILIP to change its name several years earlier:

“CILIP has too many ideas which aren’t effective, such as its rebranding. Is this strategy consultation just another one of these, or is it going to be something more substantial and worthwhile, with added benefit to its members?” (CILIP Member, Observation Data C)

“Is this another disaster like the name-change?” (CILIP Member, Observation Data D)

The CILIP CEO tried to reassure contributors on this issue, that the purpose of STF was to try to create engagement and change with the membership, for example:

“We need to ensure the output of the Shape the Future discussion will have clear outputs, engagement and change, otherwise it just becomes another strategic plan drawn up by the few” (CILIP CEO, Observation Data B)

Contributors at the consultation events also highlighted issues with their RMNs and SIGs in relation to insufficient communication with the headquarters in London, and subsequently emphasising that this was causing silos to form in the membership. This issue of CILIP being too London-centric was the central conversation at the consultation events, with the community expressing a need to reach out to other parts of the country more, including with training and its events:

“I mean, we are very siloed actually. In terms of we don’t have many connections with the regional networks and the special interest groups, and that is a problem. A lot of the special interest groups also recognise that as a problem as well” (CILIP Member, Observation Data C)

“There are 700 members in the West Midlands region, and only a tiny fraction of these are seen in meetings and at events. We need to know whether it’s a lack of interest, or a lack of awareness” (CILIP Member, Observation Data D)

“The special interest groups feel like they are different organisations to CILIP and the member networks” (CILIP Member, Observation Data C)

On this issue, the CILIP CEO stated at multiple events that he and CILIP want to strengthen the CILIP community, and be less London-centric:

“There has been a split between CILIP HQ and the networks, we need a CILIP that’s everywhere, not just in London” (CILIP CEO, Observation Data C)

The CILIP CEO even emphasised that communication with members had been an issue with STF, and that many members had not heard about the consultation, also prompting CILIP management to take note of this issue:

“The number of people who have not heard of Shape the Future is high, and again this is due to email not being effective, with spam and the like. There is a need for new methods of communication and it’s something we’re recognising and will be working on with this strategy” (CILIP CEO, Observation Data D)

On a more positive note the CILIP CEO noted that there was recognition that the relationship between CILIP groups and the headquarters had been *“strengthened recently thanks to the work and support”* of CILIP staff, particularly increased enablement of interaction between members and the CILIP membership team (Planning Documentation C).

Additional issues at the consultation events included the topic of the profession and its nature, issues with revalidation of chartership were also central to the conversation, particularly CILIP’s recent vote with the membership on compulsory revalidation, which ended with CILIP members narrowly voting against this. Contributors had differing views, some believing it should be compulsory as an effective way of people keeping up their professional accreditation, with others believing chartership should be permanent once achieved. Contributors also believed CILIP’s use of the term professional in relation to its members gave the wrong impression and that again CILIP should avoid the term ‘non-professional’ as it makes people feel isolated and outcast from the professional body:

“It’s a shame the obligatory revalidation didn’t go through, because it would be easier to promote events, and the skills of professionals” (CILIP Member, Observation Data C)

“What is revalidation actually measuring? There should be a more dynamic way of demonstrating skills for revalidation” (CILIP Member, Observation Data B)

“There’s no point of entry for these people (non-professionals)” (CILIP Member, Observation Data E)

“There’s a wall of professionalism and chartership” (CILIP Member, Observation Data E)

Advocacy for the profession, particularly libraries, was another dominant demand, and members expressed that most in the community want CILIP to work towards their interests, and that includes a considerable library and librarian focus, and making people more aware of their importance. The CILIP CEO also agreed that there is a need to ensure people understand the importance of libraries and librarian skills, for example:

“The word librarian and library- people don’t understand what they do” (CILIP Member, Observation Data B)

“I recently took part in 26 radio interviews to drum up support before the budget. I agree people don’t understand their role, what they do and how important an issue this really is. Unfortunately, libraries and librarians lose their identity within organisations and institutions, and some people are backwards thinking when it comes to libraries” (CILIP CEO, Observation Data B)

“CILIP need to make employers more aware of what we actually do, people just don’t see the importance of this” (CILIP Member, Observation Data E)

“I agree there is a need to make employers more of aware of what we do and it is part of our long-term ambition to make more connection with employers about the value we can offer” (CILIP CEO, Observation Data E)

Additionally, in relation to advocacy were suggestions that CILIP should do more to provide early-warning about upcoming campaigns and initiatives, and to include the CILIP community in deciding what actions to take in relation to advocacy, so groups can support CILIP in campaigning where appropriate.

Regarding CILIP’s visibility, a number of contributors expressed that CILIP doesn’t do enough to ensure it is well known. The CILIP CEO also reflected here that CILIP needs

to open up more, as was attempted through STF, expressing a need to change its approach in order to survive as an organisation:

“Do employers know what CILIP is? I think many are unaware of CILIP” (CILIP Member, Observation Data C)

“I agree that CILIP need to be more transparent as part of their business model” (CILIP Member, Observation Data C)

“CILIP has got to the point now where it needs to open up more, in order to survive really” (CILIP CEO, Observation Data D)

This lack of openness also relates back to communication, particularly the secretive nature of CILIP in the past in relation to sharing information and documents. The community also expressed that associated with this was CILIP’s poor use of technology, particularly their VLE (Virtual Learning Environment) not being fit for purpose:

“There needs to be more open access to share with the community, more access to resources from all CILIP groups so everyone can access CILIP information. The VLE isn’t good enough” (CILIP Member, Observation Data D)

“The VLE is poor, it really is, it’s clunky and hard to use” (CILIP Member, Observation Data C)

The CILIP CEO stated at consultation events that CILIP want to address this by improving the VLE to allow more accessibility to members, and allow members to more freely edit and contribute content:

“We’ve signed off a digital agility review with the board to change the governance structure and change so people can log-in to the central systems, share information and edit their group webpages. CILIP IT is incredibly complex and incredibly expensive for a mid-size professional body” (CILIP CEO, Observation Data B)

“There was a previous discomfort in doing this in CILIP and open this information and knowledge to the membership” (CILIP CEO, Observation Data E)

The consultation events held with SIGs generated more specific responses relating to their specialist interests and priorities. From these conversations, there were several consistent demands from SIGs, as summarised in *Table 6.3* (Planning Documentation C).

Dominant Demands from SIG Consultation Events	Description of Demands (from CILIP CEO)
Utilise member skills and expertise	<i>“The need for CILIP to place SIGs and their work at the heart of its strategy & work with SIG Committees to reach new and existing communities”</i>
More communication and openness	<i>“The need (consistent with the feedback from Regional Member Networks) to be able to share member data in an open and transparent way to facilitate communications and engagement”</i> <i>“A need for clear, timely communications about current and future priorities to allow SIGs time to reflect and respond”</i>
Support groups and improve access to the headquarters for members	<i>“The need for CILIP to make resources and support available to SIGs to develop their work (including specific feedback on making Ridgmount Street a more welcoming and inclusive ‘home’ for SIG activities)”</i>
More inclusion in future planning activities	<i>“A need to engage SIGs more proactively on an open and collaborative basis about future programmes, priorities and scheduling”</i>

Table 6.3: Dominant demands emerging from the face-to-face consultation events with SIGs

Similarly, the devolved nations of CILIP are unique in their challenges, due to differences in their constituent laws and governance. This was emphasised by the heads of CILIP in Scotland, and CILIP Ireland when discussing their consultation events with the CEO:

“We are set up separately, we are a separate charity under Scottish charity legislation who operate all of the governance for Scotland, and who will adapt or adopt what CILIP UK say in terms of strategic aims providing a Scottish context. We cooperate quite closely, but there are areas where we go our own way because much of what Scotland does is devolved and different”
(Interviewee Z)

“I’m responsible for ensuring the work of CILIP is relevant in Northern Ireland, I guess as we move towards greater devolution across the UK, here in the

Northern Ireland assembly something produced at CILIP HQ in London won't necessarily be relevant or applicable here in Northern Ireland" (Interviewee Q)

Therefore, the demands from these discussions were also aimed at being fed into individual strategic plans for these organisations, as emphasised by the CILIP CEO:

"Key comments and outcomes from these discussions have been fed into the development of the draft CILIP Action Plan. Between January and April 2016, CILIP and CILIPS will discuss the alignment of this plan with the separate CILIPS Plan... Between January and April 2016, CILIP and CILIP Cymru Wales will discuss the alignment of this plan with the separate plans for Wales... CILIP and CILIP Ireland will be working together during 2016 to promote alignment between the CILIP Strategic and Operational Plans and relevant Forward Plans in Northern Ireland" (Planning Documentation C)

Figure 6.11 conceptualises the above narrative as an activity system for the face-to-face consultation events.

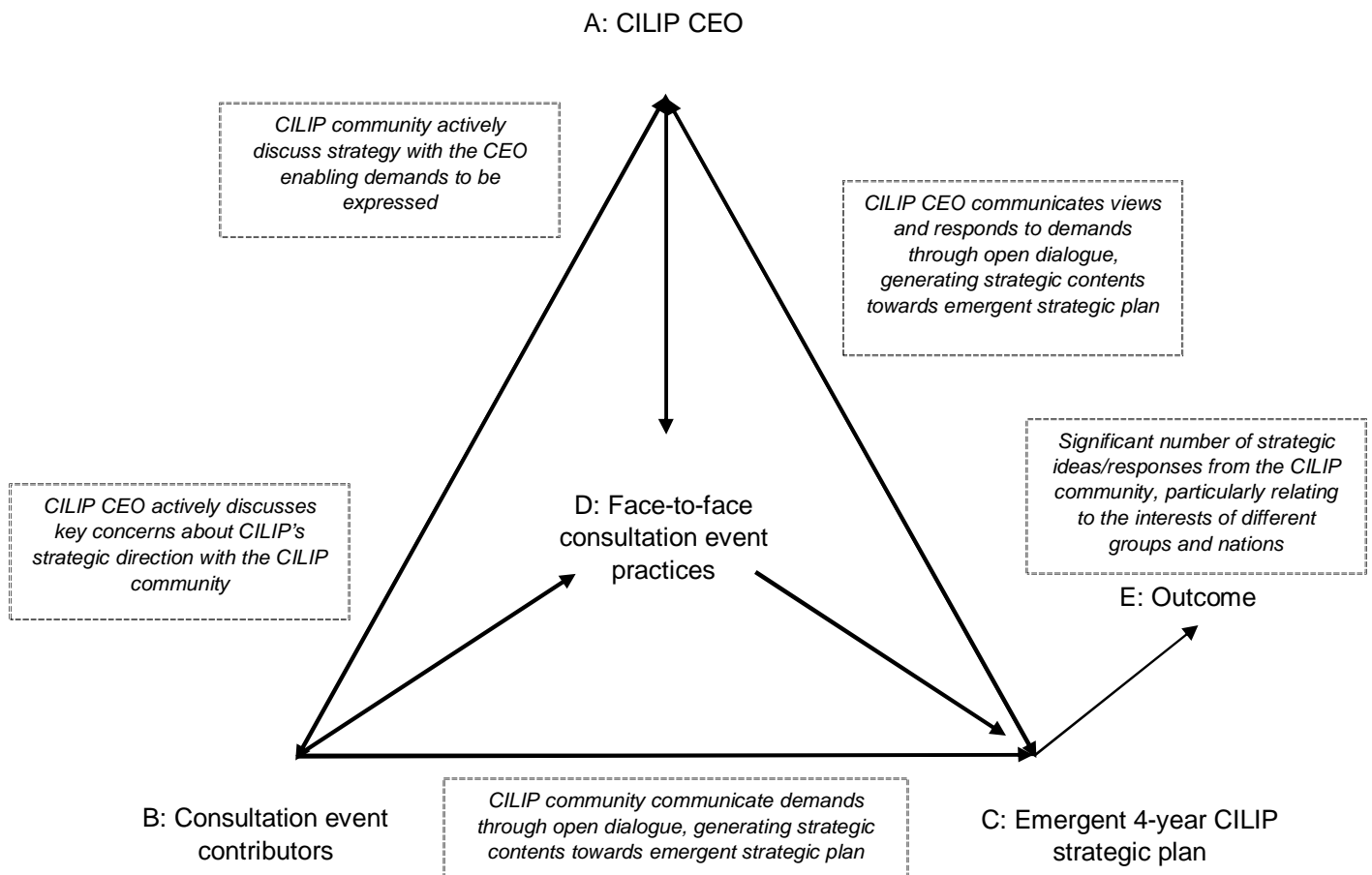


Figure 6.11: Activity system for face-to-face practices of mediation in Shape the Future

The dominant activities here, like the Twitter Uklibchat event, represents an inclusive mode of OS in which the CILIP CEO and consultation event contributors both actively interacted with the practices to ‘collaborate’ towards understanding a legitimate CILIP, through contents for the emergent CILIP strategic plan. Apart from being guided by a brief agenda, and in some cases a PowerPoint presentation, the consultation events had no formal structure, and any questions could be put to the CEO. The events were open to CILIP members, typically those in specific nations, or aligned to particular groups (such as regional and group committee members).

6.4.2.4 Activity Five- Hardcopy responses

The final activity outlined in Phase Two relates to responses received via hardcopy (email and hand-written). In total, 30 responses were received via email and 12 via written response directly to the CILIP CEO. Although a small number of these responses were received from individuals to specific proposals in the STF consultation document, the majority were group responses from CILIP regional networks and SIGs. The CILIP CEO stated here that although minimal, these still formed valuable input to the OS initiative:

“Although representing a relatively small number of CILIP’s networks, groups and associated groups, these comments nevertheless provided a valuable body of specific commentary about the issues raised in the Consultation Document”
(Planning Documentation C)

This was also echoed by a member of the CILIP board, when reflecting on the importance of having different channels to suit the preferences of how people will want to respond in a consultation like STF:

“I mean, you’ve got the 30 email responses and the 12 written responses on paper, and there’s nothing wrong with that. People want to put things in writing, but you can see the character of it is to do with what technologies people prefer”
(Interviewee B)

Building on this notion of preference, one group who submitted a hardcopy response, explicitly stated that in doing so it meant that they were not constrained by CILIP’s pre-defined questions:

“GIG welcomes this opportunity to contribute and comment on the development of CILIP’s strategy for 2016-2020. Rather than be constrained by the questions set by CILIP in the consultation survey, GIG wanted to feed back more widely, hence this narrative response” (Other Documentation A)

In contrast, most group responses followed the structure of the CILIP consultation document, and thus were in effect a group response to the STF questionnaire with more detailed and freeform feedback. Detailed comments in these cases were either formatted as a report, or as annotations on the STF consultation document. For example, the CILIP Government Information Group (GIG) formatted their response as a report with substantial and specific comments in line with their own agenda (Other Documentation A) (*Figure 6.12*). In contrast, the CILIP in Scotland West Branch regional group responded in a manner more true to the questionnaire, adding substantiated comments where asked, otherwise prioritising pre-determined statements and priorities as specified by CILIP top management. The exception being short annotations such as; *“Pleased to see this”*, and *“This needs clarifying it is confusing”* (Other Documentation A) (*Figure 6.13*).

GIG feedback on specific sections:

Royal Charter, Mission & Vision

5. Statements such as the Royal Charter, mission and vision tend to be such bland, condensed text, that they usually only represent the lowest common denominator. We recognise how difficult is it to produce such statements that all can agree with. But perhaps it is time to seriously review these? The vision should be wider than “a fair and economically prosperous society” – it is all of society. The vision could be improved, in our view, through the recognition of library and information professionals in supporting democracy, developing community cohesion (in very broadest perspectives), and in supporting good health (e.g. Books on prescription, bibliotherapy, reading for leisure, recreation and wellbeing, and as a focus for shared activity and discussion) these elements seem to be missing from the current social justice / economic foci for the mission statement, and these are significant deficiencies.
6. The work of KIM professionals also supports research, scientific discovery and creativity and as such as the mission could include a statement to the effect of: sharing of knowledge to create the space for innovation, discovery, ideas and collaboration.
7. There is little in the consultation document on data – this exercise presents a useful opportunity for CILIP to establish where it stands with respect to ‘data’ and the management of it and thus include some reference to it in the mission.
8. The GIG Committee would therefore categorise the Vision statement as being: incomplete; conservative; bureaucratic; traditional and weak.

Figure 6.12: An example of the CILIP GIG freeform group response

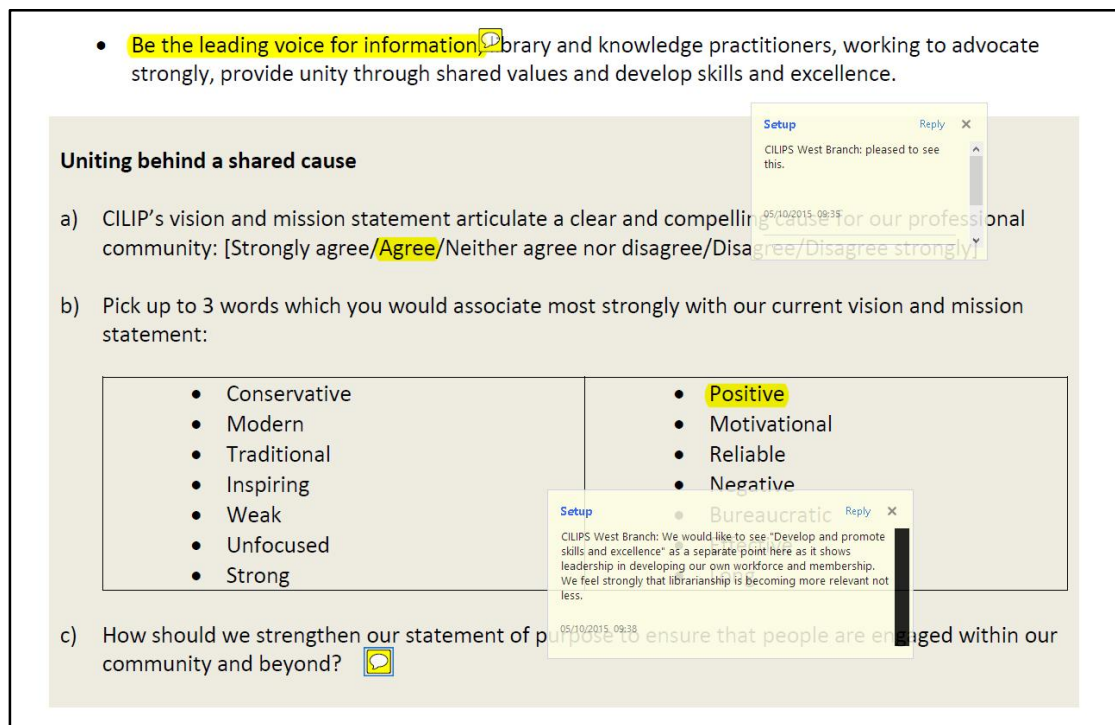


Figure 6.13: An example of the CILIP West Branch structured group response

As seen in the face-to-face consultation, many responses here varied in line with the specific needs and self-interest of RMNs and SIGs, some of which were linked more strongly to their own individual-level group strategic plans⁶⁰, whilst others were more relevant to CILIP's overall plan and legitimate direction.

For example, there was a clear desire expressed by some groups for CILIP to embrace information professionals alongside librarianship, and to focus on more specific issues away from public libraries in particular, such as information literacy:

"GIG welcomes CILIP's increasing focus on IM, and encourages further development in this area across the next four years and beyond. We believe that such a focus should be holistic, and should not "ghettoise" IM into a single SIG. IM should permeate throughout CILIP - the scope and membership of several existing SIGs already encompasses IM and this should be enhanced rather separating it out as a distinct area... We also urge that a "build it and they will come" approach will not work. There will need to be extensive, targeted activity to recruit new members from this area, and much work undertaken with

⁶⁰ CILIP RMNs and SIGs often formulate their own yearly strategic and business plans, in line with their own budgets for training and other group activities.

employers in order to demonstrate our relevance and significance to the sector”
(Other Documentation A)

“IL also needs to be fully embedded in the profession itself. ILG have been taking the lead for practitioners but to be fully successful, IL needs to be mandatory for all LIS degrees. This would include learning theories, teaching skills, IL outside the classroom in addition to models, definitions and practical skills. ILG do not feel that this is currently the case and would want to work in conjunction with CILIP on auditing accredited programmes and looking at ways IL can be incorporated into accreditation descriptors. This would boost employability skills of LIS graduates” (Other Documentation A)

In contrast, some groups also demanded a more proactive and visible CILIP that defends the interests of all libraries, particularly publicly-funded libraries (e.g. public, school, and prison libraries):

“Stand up for all libraries including school and prison libraries - we feel these are particularly vulnerable” (Other Documentation A)

“We feel that standing up for public libraries underpins many of the areas which CILIP is trying to achieve, including supporting information literacy as public libraries have a role to play in lifelong learning” (Other Documentation A)

However, there were several consistent themes relating more broadly to CILIP as an organisation, and thus relevant to the main CILIP strategy. For example, comments asserted that CILIP needs to advocate for all the profession, including in relation to amateurisation. The community also expressed a desire to see CILIP as a modern, progressive organisation, that’s able to support members through CPD:

“This should include all sectors, especially those where membership of CILIP is a significant proportion, and not just focus on public libraries. Jobs continue to be lost from a variety of sectors. Members are being asked to achieve more with a significantly decreased paid for, high quality resource bank. De-professionalisation of posts and the threat of government policy-making based entirely on the "Google library" is current and real” (Other Documentation A)

“It needs to be more aspirational, more punchy, more radical and looking to the future. It needs to convey more clearly that CILIP acts not only as the voice of

its members, but also for the cause of information rights” (Other Documentation A)

“Promote the PKSB to members without organisational professional development” (Other Documentation A)

In line with this, it was emphasised that CILIP should progress to using the expertise of the profession, including the skills of the membership more to their advantage:

“CILIP needs to be leveraging the expertise and contacts within its SIGS in identifying opportunities for advocacy e.g. asking GIG who within government it would be useful to engage with and on what policy areas” (Other Documentation A)

The demand for CILIP to communicate more clearly and improve its use of language was also dominant here, and again this was primarily a critique of CILIP’s language in the consultation documentation relating to strategic priorities and vision and mission statements:

“This is very poorly worded and unclear. We don’t think the user needs ‘skills’ and ‘to take control of information’ is vague” (Other Documentation A)

“It’s too grand, we want more realism in this, it needs to be more realistic” (Other Documentation A)

“It feels old fashioned, not really adequate, it’s more traditional. A strategy should be about where we’re going. This doesn’t do that, it’s about the present. It’s trying to please too many people” (Other Documentation A)

“Statements such as the Royal Charter, mission and vision tend to be such bland, condensed text, that they usually only represent the lowest common denominator. We recognise how difficult is it to produce such statements that all can agree with. But perhaps it is time to seriously review these?” (Other Documentation A)

Lastly, several comments illuminated the need to re-structure CILIP’s membership model, including the need for CILIP to emphasise the value of membership, encourage more professionals to become members, and open membership to a wider audience:

“Rethink the subscription model as it is currently too expensive for those on a lower wage” (Other Documentation A)

“Free membership for students and graduate trainees is fantastic and should be retained. A lower rate for new professionals needs to be introduced” (Other Documentation A)

“CILIP needs to work assiduously to inform LIS students of the value of CILIP membership, and in maintaining membership from their transition from academic study in to work, and in pursuing professional registration” (Other Documentation A)

“People outside the library and information profession could be encouraged to join / attend events” (Other Documentation A)

Figure 6.14 conceptualises the above narrative as an activity system for the practices related to hardcopy responses.

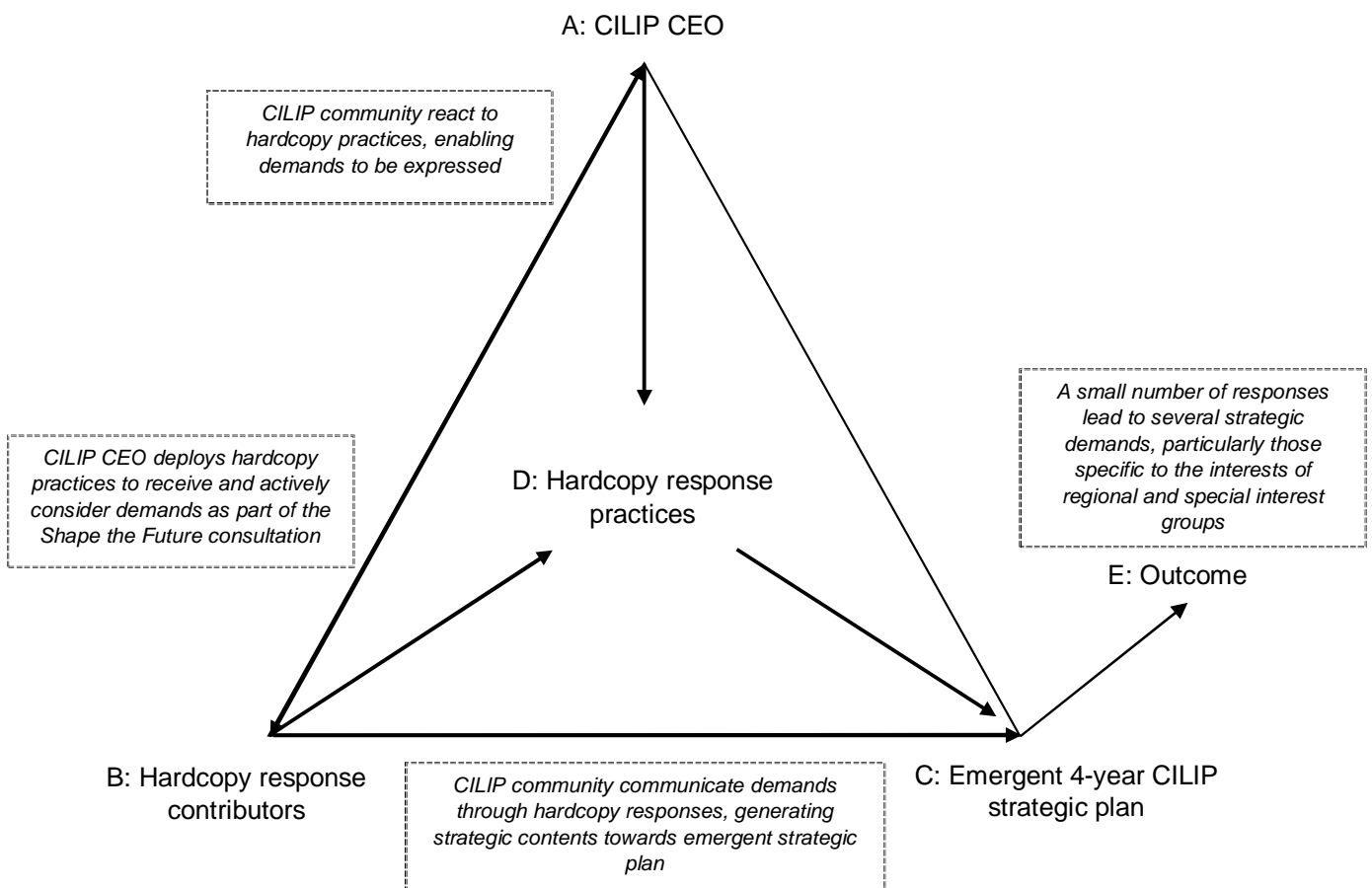


Figure 6.14: Activity system for hardcopy response practices of mediation in Shape the Future

The activity, and dynamics of OS associated with these practices were similar in nature to the STF questionnaire. Thus, the activity was similarly illustrative of inclusive strategic practices, through the CILIP community being able to ‘respond’ to the structured, pre-set priorities in the consultation document through writing and email. The community of CILIP contributors who responded through means of hardcopy thus retorted to the call for opinion and ideas about the strategy, in a one-way response to the CILIP CEO, who was actively receiving the views, and listening accordingly. Through their response, although contributors again expressed new ideas, the nature of strategic demands here was primarily related to priorities in relation to specific groups and communities.

6.4.3 Phase Three, December 2015 - September 2016: Analysis and implementation

Phase Three of the strategy consultation involved the analysis and implementation of the strategy. Both implementation and analysis occurred simultaneously, and subsequently this is conceptualised as one main activity here.

6.4.3.1 Activity Six- Analysis of ideas, publication of contents, and Implementation of strategic actions

The analysis of the consultation primarily included CILIP collating the inputs of contributors from the consultation period, and then communicating relevant strategic contents to the CILIP community. The STF webpage was used to host these outputs, which broadly included; a summative report, summative PowerPoint presentations, a draft action plan (published January 2016), and subsequent final action plan (published July 2016).

The CILIP CEO indicated that it was important as a means of ongoing transparency to publish all outputs from the STF consultation, and to expose different groups and views on a legitimate CILIP to each other, thus promoting understanding of these and the challenge CILIP faces in legitimising competing stakeholder demands:

“So, one of the reasons for going down the open strategy route was to expose the different parts of our community to each other and so one of the principles

we set out was that all responses to the consultation will be published...we're going to publish everything because I can then show the community itself that this is the multiplicity of different points that we are dealing with, and so there is some aspect of transparency where people are going to trust the eventual outcome of this much more if I publish the whole process and all of the viewpoints and then synthesise in as an accountable way as I can. To say, well you know, you know as much as I know about what the community thinks, this is our best guess at how we move forward, what is yours" (Interviewee A)

The CEO also emphasised that publishing key outputs from STF allowed ownership of the strategy amongst the CILIP community. One such example was the decision for CILIP to publish the names of all contributors in the draft and final strategic plans:

"It's been a really interesting insight, because it enables us to say that we're just cyphers for where the community wants us to go. This isn't our plan; this is the plan of the community. My favourite bit of the consultation, in the evaluation document is the three pages, 500 names, these are the people who said where we should be going" (Interviewee A)

The chair of the CILIP board explained that although the CILIP CEO and his management team primarily led the analysis, the board were involved in helping to ensure draft and finalised strategic plans were a balanced representation of the views expressed by the community during the consultation phase, whilst also being appropriate and feasible from CILIPs perspective as an organisation:

"The actual processing of the information and the translating of that into, if you like, a document, was led by (CILIP CEO) and his staff. It was an iterative process, so trustees could feed into that, and then we had an early draft, then a final draft for consultation, then we had a final post-consultation draft and we debated those at each of the meetings. So, it was iterative, and at each case and each time it was actually getting the evidence from the consultation process and us being confident that the document that was being proposed reflected the consultation process, but was also workable from the perspective of the organisation as a whole, so that was with our trustee hat on. So, it was a mix of direct involvement, an iterative process where we got a presentation each meeting to say where it had gone, so we could question it and be confident that if something was proposed there was evidence for it, but also then we had to

test it and think okay, as a trustee, is this what CILIP can do, is it legal, all that side of things” (Interviewee C)

The CILIP CEO stated that STF emphasised “that the Action Plan and planning process are of far less importance than action and delivery” (Planning Documentation C). Thus, the strategic outputs were aimed at emphasising CILIP being more outward looking, and demonstrating impact and benefits from the plan as soon as possible:

“I think CILIP has been guilty of introspection a lot in the past. So, a lot of the responses for the consultation were ‘you’ve just got to stop looking inward and start focusing outward on impact and delivery’. I think we came to the point with this plan of saying ‘it’s not a headline that CILIP has published a plan’ I think the headline will be people seeing the value and impact from that plan fairly quickly. So, rather than majoring on the promotion of this, we ought to use it as a tool that says ‘look, we’re confident about the future, and this is a fresh start for your professional body’, but then we want to focus on getting on with the doing, and the delivery of it” (Interviewee A)

One step in taking action from the plan was an interpretation by CILIP top management for what a legitimate CILIP should look like, based on the insights from the consultation. CILIP’s ‘theory of change’ was outlined in the analysis of STF, looking towards the future for the organisation (Figure 6.15) (Planning Documentation C).

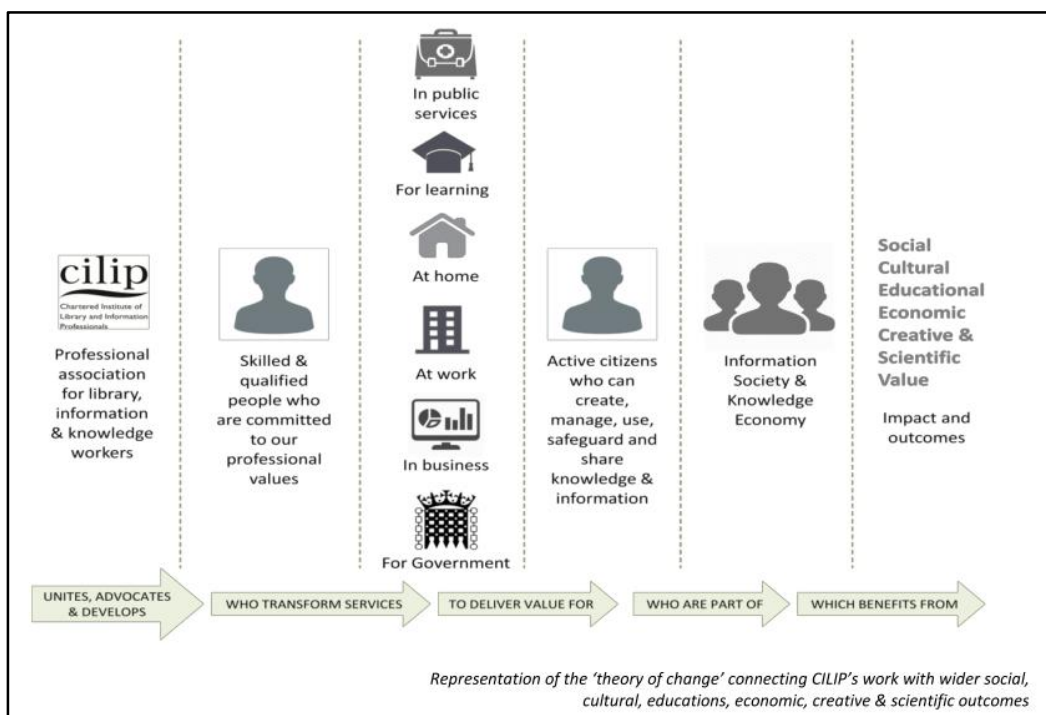


Figure 6.15: CILIP's 'theory of change' model

The CEO described the purpose of the model as being a representation of CILIP's core purpose and reason for existence:

“Shape the Future provided an opportunity to explore with stakeholders and members CILIP's ‘theory of change’. A ‘theory of change’ is simply a statement of the difference an organisation exists to make and the steps it takes in order to make that difference. If CILIP's Strategy is to work, it has to be clearly and explicitly focused on the difference we exist to make. The ‘theory of change’ model which emerged from the discussions is included in the diagram below”
 (Planning Documentation C)

CILIP also summarised the main priorities derived from the analysis of STF into a model, emphasising key enablers through which the organisation will attempt to realise its goals in the new strategy (*Figure 6.16*) (Planning Documentation C).

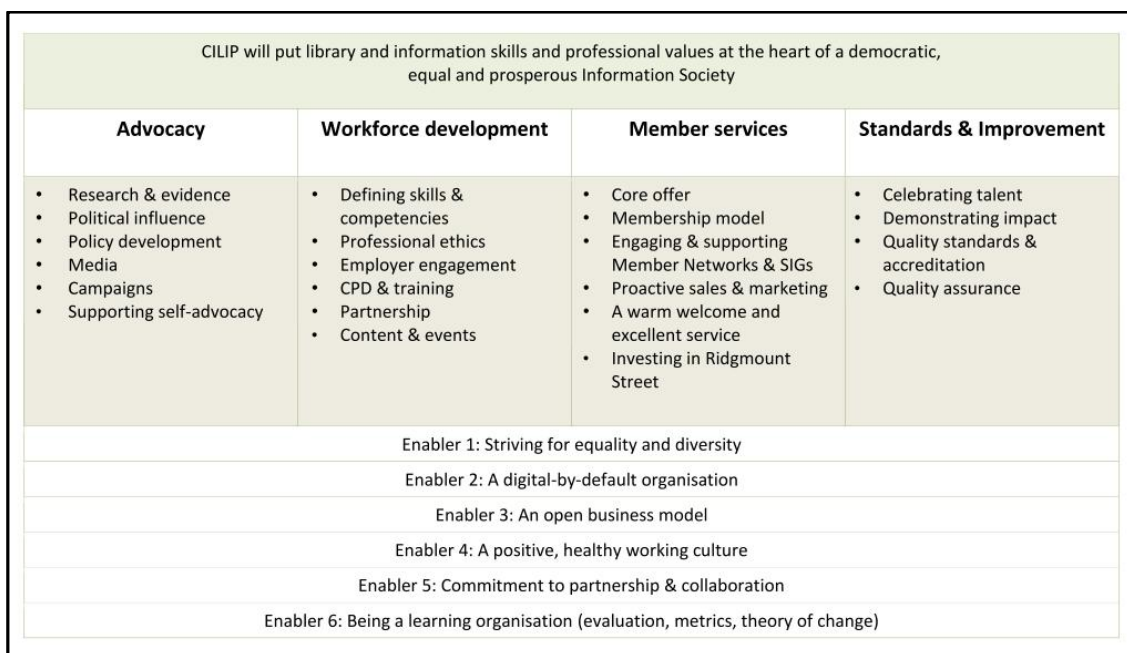


Figure 6.16: CILIP's interpretation of key priorities, with strategic enablers

To translate these, the CEO explained that the draft and final plans need to be digestible, and demonstrative of action and commitment to change. This included transparency through clear planning activities, such as use of wall-planners to show where CILIP is in relation to its priorities, and what more needs to be done. It is also relevant how these priorities have developed from the proposed priorities and enablers in the consultation document, being similar in nature yet refined with more specific views informed through inclusive strategic practice:

“We’ve got these four strategic priorities and six enablers and so I’ve given a template to all the teams here to say we really don’t want to over plan this, but what we’re going to need to do is say what our four-year programs and our one year activities are. So, essentially if it’s advocacy, I need to know what the external relations team are looking to achieve in the next four years. Then I need for 2016 a to do list, a kind of set of tasks that they’re going to deliver. They’re in that process at the moment, we then need to do some capacity and budget planning, because some of the things that are in here are completely new, so particularly this strategic priority around standards and innovation, we don’t have any staff for that, we had a couple of people who had kind of been picking up bits and pieces. There is going to be some structural development that goes in behind this, that has a kind of financial implication. We had an interesting conversation about what should it look like, what should we actually produce because nobody is going to really read the 53-page version, fewer people possibly are going to read this version. So, we were looking at products...one of which is this wall planner, so essentially for each of the next four years we’re going to have a wall planner which says what we’re going to do that year. Rather than having a really detailed operations plan with accountabilities and budgets and so on, we just want there to be a sort of ‘at a glance guide’ that says against our strategic priorities what are we doing at the moment” (Interviewee A)

Moving on from the analysis of STF, the implementation of the realised strategy involved CILIP following through with the concepts of the strategic plan, and putting the strategy into action⁶¹. The need for CILIP to take action, and demonstrate that they were forward thinking and active with their direction was also a major demand from the CILIP community, as stressed by the CEO:

“During the course of Shape the Future, many participants have expressed a number of consistent concerns: That CILIP tends to focus inward to the profession, not outward to the people who can help us achieve our aims; That much of our strategic work is expressed in jargon, overly-complex language and ‘management speak’; That the Action Plan and planning process are of far less importance than action and delivery; That the language of ‘Vision, Mission and

⁶¹ Although the nature of the activity of implementing the strategy means that it continues beyond the period of data collection here, the general activity of implementation is outlined in relation to the empirical case study, with specific examples drawn upon from the period of data collection. As was outlined in the methodology, data from the case study was collected up to September 2016.

Values' belongs to an earlier, more structured era of planning. In responding to these concerns, it is clear that the output of Shape the Future should be an Action Plan, rather than a Strategic Plan, and that this Action Plan should provide a clear, simple and unifying statement of the difference that CILIP exists to make and how we will do so" (Planning Documentation C)

The chair of the CILIP board emphasised that the renaming of the strategy to emphasise action was necessary and a positive change in the opinion of the community, in addition to influencing how CILIP presented its strategy, through forward thinking language and a commitment to taking action in line with how the community perceives a legitimate CILIP:

"It is focused on action, but it's still strategic, so it still needs to be backed up by a detailed annual plan of the activity that CILIP is going to undertake...the fact it was an action plan itself got positive feedback. I think that also means that by calling it an action plan, that influences the presentation because the presentation has to show that it is focused on action. And so, I'm a firm believer that the way a document is designed and presented must reinforce the message, and that's what's happening with this as well...from my perspective I think the final document and the design of it reinforces that this is about action. So, from the organisation's perspective, we have a strategic level plan that operates over five years, but for members who want to see that their input is being reflected, it is very much about action which was the main contribution of people, they said they didn't want just sort of motherhood and apple pie headings, they wanted something which would actually make a difference over the next few years" (Interviewee C)

In addition to this conformity to take more action, further specific examples of direct implementation of strategic demands from the consultation phase were abundant. Particularly prominent was CILIP's decision to launch a new campaign soon after the consultation ended, advocating for the skills of public librarians, and against the closure of public libraries. The campaign was given the name 'My Library By Right' to stress its focus on the government's statutory requirement to provide public libraries as an essential public service. As the CEO emphasised, the campaign came directly from the demands from the CILIP community to advocate more, especially for public libraries as an immediate concern:

“There is enough robustness in the data at that point for me to say that people are just, they’re so blinded by our lack of advocacy for public libraries that they really can’t see past that to have a strategic conversation. My Library By Right came forward, it directly came out of this consultation, which was I think fantastic” (Interviewee A)

And as highlighted by a member of CILIP staff, the importance of directly reflecting the issues from the community into the strategy and its implementation is of central importance, including with the My Library By Right campaign:

“It’s clearly an important one and central to what CILIP need to be doing. The membership made that clear, especially with the issues with public libraries. Development of member services and what we can offer members is a big part of my role, and I think it’s important to engage employers and make sure they are making CILIP visible to their staff” (Interviewee Y)

A further example of implementation of the strategy was through CILIP’s development of a new membership model. Here CILIP responded to calls from the community for a more affordable model, in particular, and launched pre-planning for a new model by 2018 under the project title ‘CILIP Membership 2018: fit for the future’. Major changes to the model included a new pricing structure, more inclusiveness including the option to become a CILIP supporter (aimed at those not directly working in the field), and the promise of improved member benefits:

“In consultation with the sector to develop CILIP’s strategy to 2020 we heard that membership needs to be more affordable, better value for money, be more open to everyone in the sector and provide clearer benefits. We are proposing to introduce a new approach to membership from January 2018, which will provide you with: Better value for money; More affordability; More tailored benefits” (Other Documentation E)

In retorting to demands for more explicit focus on information and knowledge management, CILIP created a new ‘Knowledge and Information Management’ (KIM) SIG, whilst also showing commitment to those professionals not involved in libraries, amidst their perceived library-centric focus. The chair of the CILIP board expressed that the organisation recognised that they can no longer ignore the significance of

information and knowledge management, and its importance amongst the CILIP community:

“If you’re looking at the long-term, the growth in the industry is in information management and knowledge management, and we can’t ignore that either”

(Interviewee C)

Whilst CILIP decided to keep the headquarters in its current London location, providing a rationale for this to members in the output of the consultation, they also implemented plans to make the building open, and more of a central community location for members. CILIP were also explicit in the action plan of a desire to distance itself from being seen as a London-based organisation, and instead have since positioned the headquarters as the ‘CILIP offices’ which simply homes its staff, expressing to the CILIP community that this was the best way forward for the headquarters and issue of perceived London-centricity:

“This is really interesting, we’ve got an amazing building, the heart of London, great big entry room downstairs and we’re losing revenue hand over fist on the building, and so the board have now agreed to open up the building, which is a sort of symbolic analogue of the kind of openness of the strategy. So, the idea is the membership will be able to come here and feel welcome, and indeed any member of the public will be able to come into the building and find out about us, and become part of what we do. So, we’re going to have to reconfigure the ground floor, it’s going to be interesting (laughs)...we’re going to create areas in the building where the public can come and use these as exhibition space, ideally civic meeting space, certainly for town hall meetings, for businesses, getting free Wi-Fi and all of that stuff” (Interviewee A)

Ultimately, through the activities of implementation CILIP demonstrated transparency and a commitment to action, including by directly adopting the demands made by the community through open strategising or by providing commentary on other issues which were not going to be changed immediately, or at all, through the course of the output of STF and the new strategic plan.

In sum, *Figure 6.17* conceptualises the above narrative as an activity system for the

practices related to the analysis and implementation of strategic contents in STF.

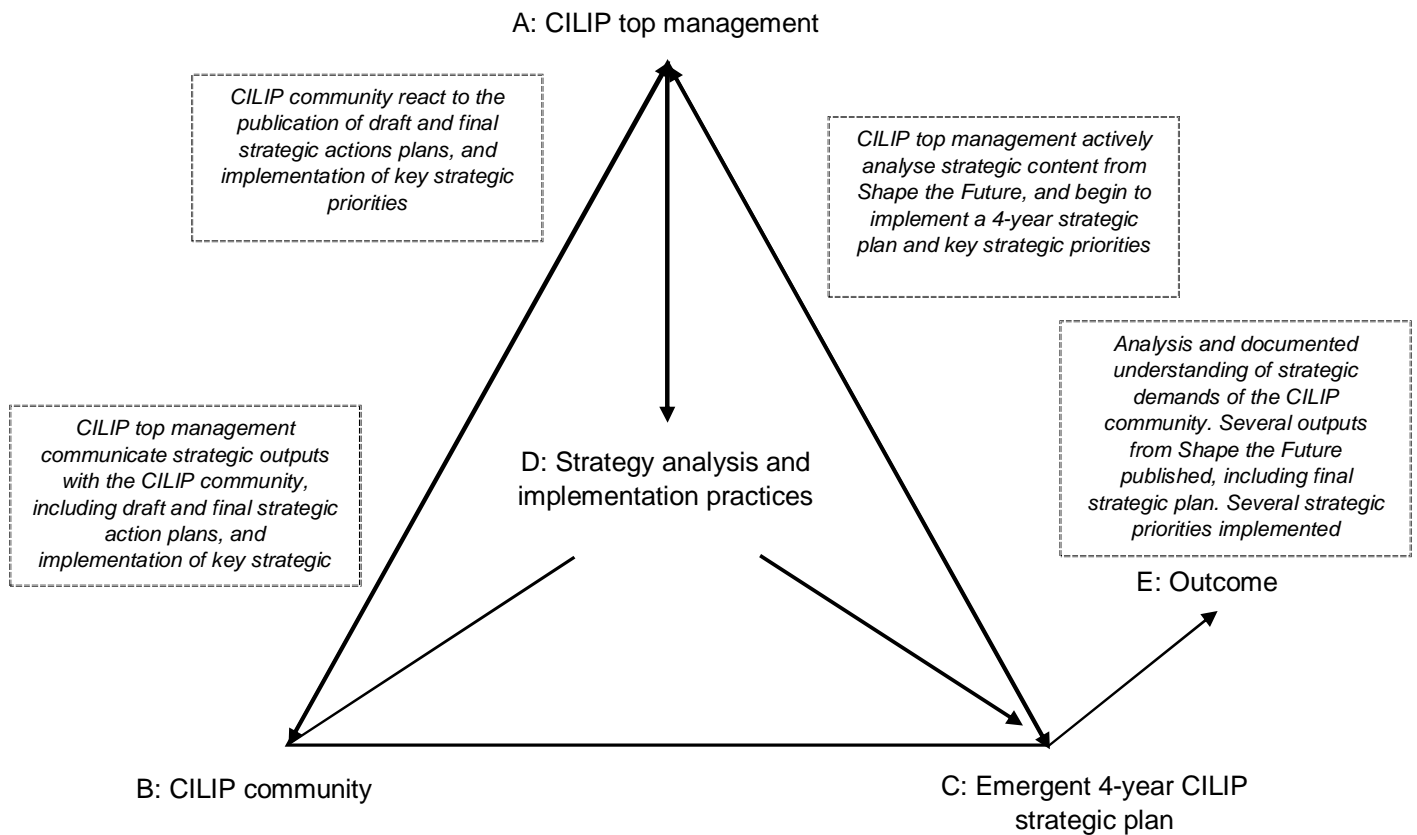


Figure 6.17: Activity system for strategy analysis and implementation practices of mediation in Shape the Future

The dominant activity shown here is the analysis and ‘actioning’ of strategic priorities in STF into a realised plan and new strategic directions. The activity was therefore illustrative of transparent strategic practice, through CILIP being able to take the views of the community from the consultation phase, and retort to these through direct action, or through providing a rationale on strategic decisions. Thus, illuminated here is a primarily structured, one-way activity from CILIP to its community in relation to the final, tangible outputs of open strategising.

6.5 Summary of Competing Demands Identified

The main activity-based analysis here has emphasised that the open strategising activity is collective and has been accomplished through the input of multiple actors in the CILIP community. The analysis of the main consultation, and the induced activity systems have also emphasised several complex competing demands from the CILIP

community in collectively generating strategy contents, and developing CILIP's new strategic plan. These highlight several 'contradictions' in the object or outcome of goal-directed activity through which CILIP developed their new strategy, from those who view such outcomes differently, such as wanting a legitimate (i.e. a desirable, proper and/or appropriate) CILIP but for different reasons and through different priorities and means. Although the competing demands identified are all broadly oriented towards the perceived desirable and proper direction of CILIP, they can be logically categorised into two main groups. First, are those demands relating directly to the desirable and proper actions of CILIP as an organisation (organisational demands), and second, are those demands relating to the desirable and proper actions of CILIP in relation to issues in the profession more broadly (professional demands). *Tables 6.4 and 6.5* show the grouped demands under these headings⁶². Beyond understanding the plurality of views within CILIP and its community, the identification of these demands is an important step towards analysing how CILIP manages legitimacy through the different phases of its OS process (as will be the primary focus of the next chapter).

6.5.1 Organisational demands

The organisational demands identified focus on CILIP and its legitimate actions as an organisation, as shown in *Table 6.4*.

Organisational Demands	Basis of Demands
Action and leadership	CILIP needs to be less introspective, and demonstrate its place as a leader for the library and information profession through indicating a commitment to taking action
Communication and openness	CILIP needs to be more clear and concise with its communication, and needs to be open and active in communicating with its membership and the wider library and information community, and could utilise the skills in the membership and groups more actively
Headquarters and London-centricity	CILIP needs to consider the current use of its headquarters, and whether it would be better moving premises to ensure more accessibility to members, and show a commitment to being less London-centric

⁶² A detailed summary of these demands, supported with further examples from interviews, can be found in the appendices (appendix H).

Library-centricity	CILIP needs to focus less on libraries and librarians, particularly public libraries
Membership model	CILIP needs to review its current membership model in the wake of falling membership numbers, and the current unaffordable cost of membership
Partnership	CILIP needs to seek partnership with other organisations and groups within and outside the library and information profession
Unity and silos	CILIP needs to be at the forefront of unifying the CILIP community, and wider library and information profession, and needs to help break up current silos which have developed in regional member networks and SIGs
Value	CILIP needs to offer more value to its membership, particularly in the way of tangible benefits to maintaining CILIP membership
Visibility and appeal	CILIP needs to be more visible, particularly in being actively seen as the leading figure, and need to appeal to a wider range of people in the library and information profession

Table 6.4: Summary and competing demands relating to CILIP as an organisation

In sum, notions here more prominently relate directly to CILIP and issues existent within the existence of the organisation itself.

6.5.2 Professional demands

The professional demands identified focus on CILIP's actions in relation to perceived critical issues in the profession, as shown in *Table 6.5*.

Professional Demands	Basis of Demands
Advocacy	Advocacy for the profession, particularly in fighting against library closures, cutting of library jobs, and emphasising the importance of the skills of the library and information profession amidst widespread 'amateurisation' needs to be prioritised
Information and knowledge management	Information and knowledge management roles and skills are becoming increasingly important to the library and information profession, and society more generally, and need to be prioritised

Information literacy	The importance of information literacy to society needs to be prioritised more by all, and championed, in particular, by CILIP
Libraries and librarian skills	The importance of libraries and librarian skills are of paramount importance to society and this needs to be prioritised
New professionals	The importance of encouraging new professionals, and helping their development in the library and information community needs to be prioritised
Continuing professional development	CPD is of core importance to library and information professionals, and training opportunities and opportunities for career development and progression must be accessible to members
The nature of the profession	The current nature of the profession needs to be clarified, and those currently classified as 'non-professionals' need to be more actively recognised as being a key member of the library and information community

Table 6.5: Summary and competing demands relating to the library and information profession

In sum, notions here more prominently relate to issues widespread across the profession, and issues that would remain to be prominent outside of CILIP's existence.

6.6 Chapter Summary

This chapter has presented the main AT analysis of the data relating to this research project, and the main output here is an understanding of the dynamics of OS practices, and how they produce certain strategy contents (here presented as competing demands of key organisational stakeholders). The analysis and findings here lead onto the next chapter, where the analysis continues through more explicit outlining of several dynamics, or 'modes', of open strategising activity, which are then understood in relation to how they help manage legitimacy in the context of CILIP and STF.

7. Analysis of Open Strategy and Legitimation

7.1 Introduction

Following the main activity-based analysis of STF, this chapter more explicitly summarises the dynamics of open strategising activity derived through chapter six. Imperative to this part of the analysis is bringing together insights from the activity systems and competing demands outlined, to more explicitly understand how different dynamics, or what are outlined here as ‘modes’ of strategising activity, were demonstrative of CILIP managing legitimacy through phases of strategising praxis. Central to the findings emerging here is emphasis that each mode of open strategising is representative of something different happening to both strategic activity and legitimation (Jarzabkowski and Seidl, 2008). The analysis and research findings outlined lead onto a discussion of findings in relation to the extant literature, and the research questions, in the next chapter.

7.2 Open Strategy Modes and their Role in Legitimation

The activity-based analysis of CILIP’s OS approach in the previous chapter has highlighted the prominence of different dynamics of open strategising activity, as emphasised through the development of activity system models relating to the OS initiative. However, it is important next to assimilate these dynamics more explicitly as ‘modes’ of open strategising activity, particularly in line with key dimensions of OS (Gegenhuber and Dobusch, 2017). Thus, to conceptualise how certain practices mediate activity in the case OS initiative, a matrix displaying these modes is introduced to form a more holistic picture of the strategy activity. There are four modes formally identified here, namely: Broadcasting, Responding, Collaborating and Actioning. The modes are conceptualised in *Figure 7.1*, and are displayed in relation to their relevance to type of openness, and degree of openness.

Internal and external
strategic openness

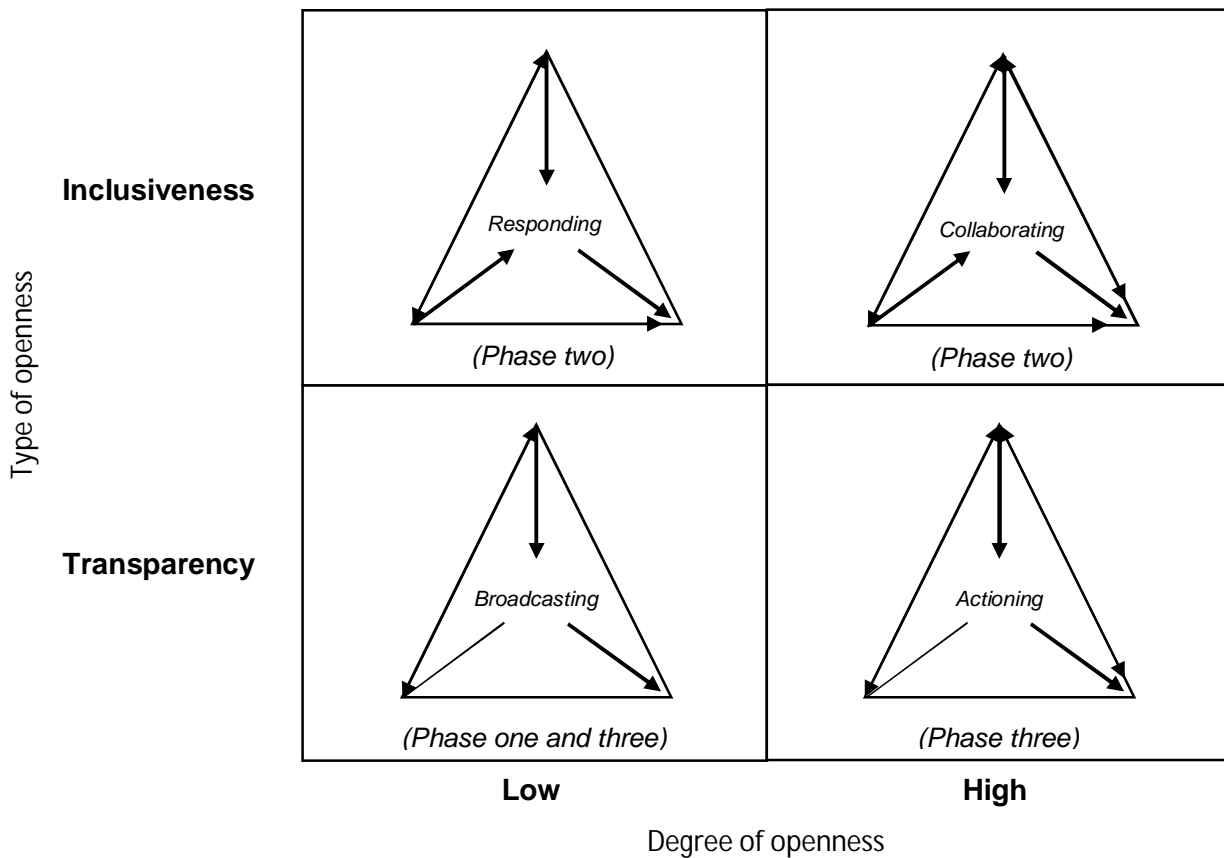


Figure 7.1: Matrix displaying induced modes of open strategising activity

For example, ‘type of openness’ relates to the dominant types outlined in much OS literature, strategic inclusion and transparency (e.g. Whittington et al., 2011), whilst ‘degree of openness’ helps to further define the extent of this type of openness in each mode. It is also relevant that all modes in this case are examples of both ‘internal and external strategic openness’.

7.2.1 Modes of strategic inclusiveness

The modes of Responding and Collaborating, prominent in phase two, are identified as being illustrative types of strategic inclusiveness, geared towards CILIP top management actively including the CILIP community in discussion around strategic directions, and in the generation of strategic contents. Thus, these were evident in the consultation period of the OS initiative. Responding represents, through one-way communication, how the CILIP community retort when invited to participate in OS

through certain available practices, whether expressing opinions, ideas or simply through acknowledgement, this then allows the CILIP top management to actively gather ideas and opinions, and take these into consideration as an essential part of the consultation process. It is through inclusive strategising such as this that emerging strategy contents start to take form. Responding is typical of a lower degree of openness in relation to inclusiveness, enabling the CILIP community to contribute to strategy, but characterised by one-way communications which are mainly structured, thus offering no direct route to symmetric conversation and debate about strategic issues. This was evident through use of the questionnaire and hardcopy responses, in particular, whilst the Twitter Hashtag was not used as extensively by contributors as a means of Responding. Collaborating meanwhile represents a live, two-way discussion between both initiators and contributors, in which ideas and opinions are negotiated and refined. Thus, a major difference with Collaborating is that both the CILIP community and top management symmetrically discussed demands and potential strategic actions. Although oftentimes still structured, Collaborating offered a perceivably higher degree of openness in relation to inclusiveness, being illustrative of a two-way symmetrical form of activity, enabling direct debate and conversation around strategy with those responsible for strategic decision-making. The practices of mediation associated with the UKlibchat Twitter discussion and face-to-face consultation events explicitly demonstrated this mode, and also significant here is that these practices were not as clearly defined by pre-set priorities as those relating to Responding.

7.2.2 Modes of strategic transparency

In contrast, the modes of Broadcasting and Actioning are both identified as being representative types of strategic transparency, present in phases one (Broadcasting) and three (Broadcasting and Actioning). The openness here was consistent with CILIP top management making strategy contents and actions visible to the CILIP community. As has been induced through the analysis, Broadcasting represents a one-way activity from the OS initiators to the contributors primarily during the activities of planning and promotion. Key here is communicating, publicising and updating about the OS initiative, enabling contributors to take in such information whilst considering what action to take through the plethora of strategising methods outlined for use during the

consultation period. Broadcasting is also prominent in the analysis and implementation phase, representing the sharing of substantiated strategic contents, such as draft and final strategic plans with the community, primarily through hosting documents on CILIP's website, and sharing these through internal communication channels such as email and CILIP Update magazine, and external channels such as social media platforms. In sharing such insights, CILIP top management also used the strategic documentation to provide rationale for strategic decisions, and clarity on future actions of the organisation. Broadcasting is interpreted here as a low degree of transparency, in illustrating CILIP management simply sharing strategic insights and contents. Actioning is illustrative of CILIP top management finalising strategy contents and then actively realising these through implementation of new strategic actions, such as programmes, products, norms and routines. This shows transparency in relation to taking ideas directly from the community and being seen to transparently feed these into future strategic directions. In relation to the degree of openness, Actioning is positioned here as representing a higher degree of openness, going one step further in signifying transparency by demonstrating a commitment to taking opinions and demands from the CILIP community and inferring these through realised strategic action and intent.

7.2.3 Inclusiveness: Responding and Collaborating as legitimisation

Key to Responding and Collaborating as legitimisation were their use as a means of reducing control in strategy and being inclusive modes of strategising, particularly in enabling an active process of deliberation between CILIP and its community. Through this the two parties could ideate and actively refine strategy through open discourse about the future direction of CILIP. As established through formal identification of modes of open strategising activity, this has been achieved through practices which enable a combination of one-directional (Responding) and more collaborative two-way dialogues (Collaborating). Ultimately, the perceived legitimisation here is consistent with gaining moral legitimacy, typically enacted through the establishment of expectations of the community, with CILIP gaining an understanding of its desired organisational actions through active ideation and dialogue with its community.

More specifically, the practices through which Responding was enabled were structured and hierarchical, meaning that whilst the community had the opportunity to engage in an open discussion around strategy, the practices through which this was possible were oftentimes limited to expression of strategic demands, with no direct response or opportunity for extensive dialogue. As the CILIP CEO emphasised, the questionnaire and hardcopy responses (based on the consultation document) were designed to be this way, being “quite directing” (Interviewee A), rather than open ended. Interviewee B summarised that the difference between practices used in the consultation phase was that some (web-based questionnaire, Twitter hashtag and hardcopy) were one-directional, whereas others (Twitter UKlibchat discussion and face-to-face consultation events) enabled two-way dialogue between CILIP top management and the community:

“It would be interesting to know which of these elements is the most productive in terms of identifying the direction for the strategy, because some of them are about a dialogue and a dynamic between different people, and some are just directional...The thing about, on this side of the picture, where you’ve got the comments on Twitter and the UKlibchat, they’re more dialogue. Nobody else sees the letter except (CILIP CEO), it goes in the files. It’s not like somebody else can say ‘well I don’t agree with that because of this and that’, because it’s a letter from one person to one person. Similarly, the email responses, they’re just a digital version of a letter. So, the things that are more openly strategic, or even strategically open, are the consultation events, the UKlibchat, the Twitter stuff, the survey itself is a more conventional tool isn’t it. People see it summed up at the end, but it’s not a dialogue” (Interviewee B)

Regarding Collaborating, the main difference is that the conversation is representative of a more freeform dialogue, as recognised by Interviewee B above. Key here is enablement of an active two-way dialogue between CILIP top management and the CILIP community. The consultation events hosted by the CILIP CEO, and the UKlibchat Twitter discussion, were examples of Collaborating and key to this was the attempt to re-establish legitimacy by talking directly with those who have certain legitimacy demands through an ongoing discourse. Although open and inclusive, enabling two-way dialogue, some of the smaller consultation events were hierarchical and limited to a low number of select individuals such as RMN and SIG committee

members. The larger, more open consultation events were structured using a Q&A style format, with use of PowerPoint presentations and structured topics of discussion. The UKlibchat hosted Twitter discussion, however, offered a different dynamic, with no barriers to participation, and the audience was much larger and less selective with the discussion open to anyone. Adopting two-way dialogue in this way was also indicative that the previous methods of dictating strategic directions from the top management team, with no inclusive practices, was not working for CILIP. As was stated by the CEO, this was one rationale for the organisation going down the route of inclusive strategising. In opting for an open approach to formulating their next strategy, the CILIP CEO stressed that the rationale for this was indeed the need to re-establish legitimacy in a way that was different to CILIPs previous approaches to strategy, aided by CILIPs likeness to an organisation in the midst of decline and an ongoing legitimacy crisis:

“It’s fascinating, because I mean there’s an implied ‘we haven’t been doing this right up until now’, so there’s an implied control of me doing it openly, which is saying I’m going to be the harbinger of change, and you know everything that went before it is somehow misguided. It’s quite easy to put people off with this sort of approach, coming in and saying I’m going to create this whole sense of newness. So, in a weird kind of way, it really, really helps that CILIP has had seven or eight years of declining membership, because you can just point to that and there’s a reason why and we need to seize that mantle and get on with it” (Interviewee A)

Interviewee B expressed that further adoption and development of CILIP’s inclusive practices, such as those represented by the modes of Responding and Collaborating, would be key in terms of engaging members for other purposes and nurturing a culture of being more inclusive in strategic issues in the future:

“I think in a way rather than saying ‘well we’ll have another Shape the Future exercise in three years’ time’, we might do, but actually the most useful thing now would be to say how can we use this approach to develop new products and services for CILIP and its members. In a way UKLIBCHAT was started by people out there, it wasn’t started by CILIP, but it’s a product that uses a similar sort of thinking. So, maybe CILIP can find a way of adapting this approach to deliver products and services and learning programs. There’s the VLE and stuff

where you could use this approach to engagement in different ways, other than just thinking of CILIP in terms of its overall strategy. Having learnt to use it, we could maybe use it in other contexts and for other purposes” (Interviewee B)

Thus, it can be perceived here that the modes of open strategising activity linked to inclusive strategising practices were a useful means of legitimisation through breaking typical means of control and top down strategising. Furthermore, they enabled different types of open discussion about desired expectations, in (re)-establishing and negotiating the desired directions of the organisation by its community, those who can be perceived as the sources of legitimacy.

7.2.4 Transparency: Broadcasting and Actioning as legitimisation

Key to Broadcasting and Actioning as legitimisation are their use as transparent modes of strategising, particularly in enabling promotion of OS and through demonstrating implementation of strategic contents. The managing of legitimacy here is through CILIP attempting to influence how the community view its legitimacy through both pre-determining strategic priorities and discussion points, and justifying its choice of strategic direction and intended action (Broadcasting), consistent with gaining pragmatic legitimacy. Additionally, CILIP attempts to adapt and be shown to conform to expectations through clear commitment to action and by realising the demands of stakeholders (Actioning), as is consistent with cognitive legitimacy.

In addition to Broadcasting being imperative in Phase One of STF in empowering openness in the context of CILIPs OS approach, it was also a significant means of enabling CILIP to dictate the nature of the strategic conversation with its community, whilst being able to use Broadcasting as a means of reacting with perceived self-interest to specific legitimacy demands. The first means by which Broadcasting relates to the managing of legitimacy, is that CILIP top management demonstrated this as a means of directing the nature of pre-defined information It shared with the CILIP community, thus both maintaining control over the terms and directions of STF, whilst setting the agenda in their favour through marketing materials and structured documentation. As was alluded by the CILIP CEO, elements of the consultation document and subsequently the questionnaire, which were the main basis of the consultation, were directed in nature. Additionally, although several methods selected

offered more autonomy regarding discussion and the topics of discussion, the methods chosen were again dictated by CILIP management. Second, Broadcasting was used by CILIP during strategic analysis and implementation to share strategic information by CILIP, again directly about their actions and why they had opted to take these. Here control over strategy was firmly in the hands of CILIP, who analysed the input of CILIP members to their interpretation, and had ultimate choice over what the strategic priorities should be. The CILIP CEO expressed that this represented a mechanism to ‘rebuff’ the demands of the community when necessary, explaining that CILIP management had to be prepared to adopt such an approach if they believed demands made by parts of the community were not in the best interests of the organisation:

“it’s a really professional team at CILIP, some are really used to defining a strategy and then going and delivering it, so there is the kind of ‘I know what I’m doing, we’ll structure it in this way and we’ll get it done and get the event out of the door’, or whatever the model is. And to them, participatory or kind of open strategy is disruptive and risky, because essentially what if, not so much what if people say the wrong things, but is it susceptible to more bias or a particular motive? So, essentially if a small vocal minority of our members got together and answered Shape the Future, which has already happened to a degree, in a way that said in a way, one thing CILIP absolutely has to focus on is our agenda, what mechanism would we have to push back against that and say, you know, we’re not going to listen to that message” (Interviewee A)

In a similar vein, a member of the CILIP board suggested that ultimately the inclusive nature of the consultation phase of STF did not mean that decision-making was democratised during the analysis and implementation of the strategy, and that CILIP management still held control over what decisions to make and what to prioritise for the final strategic plan:

“It’s interesting in all the openness of this, none of it in the end takes away from the organisation and its leaders, the responsibility to decide which of all this stuff you take on board” (Interviewee B)

One specific example of this regarded the CILIP headquarters building. As was highlighted through chapter six, a central theme regarded London-centricity in CILIP,

and the view from some in the community that CILIP should sell the headquarters building and move to a more central location in the UK. However, in the publication of draft and final strategic plans CILIP attempted to influence and convince the community that the headquarters were best placed to remain in London. Here they used carefully considered language to distance the perception that CILIP is based in London, instead insinuating that this is just the location of CILIP's offices and body of staff. Thus, key was CILIP reasoning with the community as a means of controlling societal expectations of organisational practice.

A further example of Broadcasting as a means of managing legitimacy by CILIP was in the selection of strategic priorities in the draft and final action plans. Although the CILIP community had the opportunity to rank the pre-set priorities through 'Responding', the final language and interpretation of these priorities in final strategic plans was again down to CILIP. The vague nature of the strategic plan, meant CILIP were able to use positive, influential key terms, such as *"promote information literacy for all"* and *"improve our knowledge and information management offer"* (Planning Documentation E), as a means of influencing particular parts of the community to whom these were dominant concerns, without providing evidence of time scales or specific commitment to substantiated action. Although the rationale for a brief strategic plan was explained by the CILIP CEO, one perceivable risk here is that such lack of detail may be questioned by the community to which these are important and relevant issues:

"The actual sort of the detailed structural element of it, really we're going to keep fairly light and just have the high-level objectives, the strategic priorities and the enablers, so the idea of the action plan document is it'll be much more of a PR instrument" (Interviewee A)

In relation to managing legitimacy, Actioning as a mode of strategic transparency differs through CILIP top management more directly translating the strategic demands of the community into action. Key here is CILIP top management choosing not to conform to their own agenda and directions or provide vague assurances to the community, as seen in Broadcasting, when communicating future strategic directions. In relation to managing legitimacy, Actioning demonstrates CILIPs obligation to adapt and conform to demands and pressures from their community, to ensure the

organisation is seen to be proper and appropriate, an intention stated by the CILIP CEO:

“There are some people who directly word for word, things they said, have been reflected in this action plan” (Interviewee A)

The rationale for the notion of Actioning was also explained by the chair of the CILIP board, and a member of the CILIP board:

“I think trustees were very keen that there was a clear, visible response to the issues raised by members. So, if you like, we were looking at that about finding assurance or reassurance for members, and demonstrate that CILIP was focusing on the areas that members thought were important” (Interviewee C)

“It’s that cycle that goes the full circle, so you don’t just talk and consult, but you’re seen to be listening. It’s seen to be effecting change” (Interviewee B)

There were numerous examples of this evident from the analysis of STF. For instance, a subtle example of CILIP adapting to the demands of stakeholders was through its change of the name from strategic plan to action plan, thus emphasising action in the wording of the plan itself. This responded directly to demands for CILIP to take more explicit action, as emphasised by the chair of the CILIP board:

“By calling it an action plan, that influences the presentation because the presentation has to show that it is focused on action. And so, I’m a firm believer that the way a document is designed and presented must reinforce the message, and that’s what’s happening with this as well” (Interviewee C)

A more substantial example was shown through CILIP’s commitment to advocacy and campaigning, which was expressed as a central demand from the CILIP community throughout the consultation phase, with advocacy for public libraries being highlighted as the dominant outcome of the consultation. CILIP demonstrated a commitment to this as a strategic direction through the first major action following STF, with the launch of the political campaign ‘My Library By Right’ in December 2015. The chair of the board expressed that this both demonstrated that they had listened to members’ views and their main priorities, and were also willing to be more responsive to the needs of the membership through demonstrating a commitment to action:

“I think the feedback from the consultation reinforced the expectations and sense of urgency in the members, and it was an early demonstration of how CILIP can and should respond to member views from the consultation”
(Interviewee C)

The CILIP CEO insisted that CILIP had to adapt to public libraries as the first priority, as it was the overwhelming statement from the community through the consultation, making reference to having to commit resources to certain demands over others in the immediate future, even if this meant potential criticism from other parts of the community:

“So, we had had a series of discussions internally about the campaign and there were all sorts of internal discussions about, if we go and stand up visibly for public libraries then all the other sectors will get the hump and say ‘why do you only care about them’, but there is enough robustness in the data at that point for me to say that people are just, they’re so blinded by our lack of advocacy for public libraries that they really can’t see past that to have a strategic conversation. My Library By Right came forward, it directly came out of this consultation, which was I think fantastic, and it did have the desired effect of engineering a lot of goodwill very quickly which is good, but also it brought a lot of people out of the woodwork. So, people who said ‘I’d given up on CILIP’, so you’re able to say not only are we doing this campaign but we’re reflecting about all the other campaigns we’re going to be doing. So, that, yeah that was a necessary step” (Interviewee A)

The CILIP CEO also stressed that CILIP had seen a positive, tangible reaction from the community in regard to taking direct action through its new public libraries campaign:

“What seems to have had a much stronger galvanising effect on those is the My Library By Right campaign, so what we’ve seen is a sudden uptake in renewals and people re-joining as a result of our visibly standing up for libraries. Which seems a bit perverse because we should have been doing it all along, but, so actually engaging them in the planning process was really hard, but engaging them in a visible public show of love of solidarity with public libraries has been much more effective. So, then we’ve had a few people saying well if that more

visible position is as a result of having done this planning, then that's great and crack on" (Interviewee A)

A further major development as part of the new strategy was the development of a new membership model, and the CILIP CEO implied that the decision to alter the membership model had to be taken. This was primarily due to pressures that had built up over many years, and now was the time to take the necessary risk and change the model in line with the opinion of members; to offer more affordability and value through its offer:

"I think the other thing, particularly with the membership model, is every year for the last five years we've promised to re-engineer our membership model, and each time we get closer to it the board has backed down, on the basis that somebody always loses out, and in this case, it's going to be students who were getting this for free, it's now suddenly £40. So, each time we've ended up with a fudge, I think with this one we've been able to say if I fudge it this time, we're just done, you know, in the next five to ten years then we're out of the game. So, this isn't about us making a decision anymore, this is about us simply responding to the decision that's already been made for us. So, yeah, that kind of impetus for change proposition is really interesting" (Interviewee A)

In August 2016, the CILIP president launched the proposed new model on the CILIP website. The proposed model attempted to address issues of value and affordability, whilst also attempting to demonstrate a commitment to demands made by the community regarding the nature of the profession and CILIP needing to be more inclusive:

"The new membership model is an essential next step in achieving the kind of visible, influential professional body that the sector needs. CILIP currently represents around 18% of the UK's library, information and knowledge management workforce. This new model enables us both to improve the benefits for existing members and reach out to new members" (Other Documentation E)

In relation to demands about CPD, CILIP demonstrated substantiated action through the development of a new KIM SIG, emphasising a commitment to those who demanded more focus on information and knowledge management, and thought CILIP

was being too library-centric. In July 2016, CILIP released a public document named 'CILIP and KIM' stating its commitment to knowledge and information management through a range of actions, including increased employer engagement, improved benefits for knowledge and information management professions in the new membership model, and most significantly the new SIG:

"CILIP is committed to embracing KIM (Knowledge and Information Management) fully within its work. It is part of our challenging Action Plan 2016-2020, recently agreed following a major consultation exercise with CILIP members and other stakeholders. This briefing sets out the wide range of CILIP activity of potential interest to the KIM community including new initiatives, core activities and continuing work" (Other Documentation F)

The published contents from STF, such as the draft and final strategic plans focused upon here in relation to Broadcasting and Actioning, were perceived by one member as being demonstrative of a balance between the demands of members, and the desired direction of CILIP's top management, emphasising a balance of the two modes for managing legitimacy:

"It looks to me like a compromise between the values of people who have been running CILIP for quite a long while and the needs of the members. I think there's been attempt to strike a balance between the key figures in CILIP and their values and what the members want. It's, well, there's several compromises and they're just that" (Interviewee S)

Similarly, the chair of the CILIP board summarised that the aim of the action plan, using the context of the My Library By Right campaign, was to demonstrate explicit action to some members of the community as seen through Actioning, whilst communicating commitments to act on other key issues raised through the consultation at some stage over the next five years, as seen through Broadcasting:

"This was a way of giving a voice and providing assurance to those who have concerns about the very current issues on public libraries, to show that those are being responded to, but also to demonstrate how CILIP is going to respond to the whole of the library and information landscape over the next five years. If it was just public libraries, we would be failing the majority of members. If everyone thought we were just doing public libraries in 2020, but on the other

hand everybody understands why there is a priority there, because it's a message that applies to all sectors. So, the trustees were looking at providing an overview for all the different sectors, both ones which were under pressure and ones where there are opportunities, because the opportunities for growth, looking at membership, the opportunities for growth are not in public libraries necessarily, they're more talking to the health information sector, the knowledge management sector, and showing the relevance of the profession and professional qualifications to them there. It is providing that level of view, and that's why I used the word assurance for members, that the interests of all the profession are reflected in the action plan" (Interviewee C)

Therefore, it is indicative that the modes of open strategising activity linked to transparent strategising can manage legitimacy in several ways, particularly through influencing social expectations by influencing and persuading the community about particular actions, and by conforming to the expectations of the community through realised strategic actions.

7.2.5 Conceptualisation of open strategy modes and legitimating actions

To summarise, the modes of open strategising activity induced, and their relation to legitimation over time, are conceptualised here. The conceptualisation also offers a start point in outlining the findings in relation to the literature in the discussion chapter. Ultimately, *Figure 7.2* shows a holistic representation of the main findings here, presenting the inductively derived modes of open strategising activity in relation to OS types, and as legitimation over time.

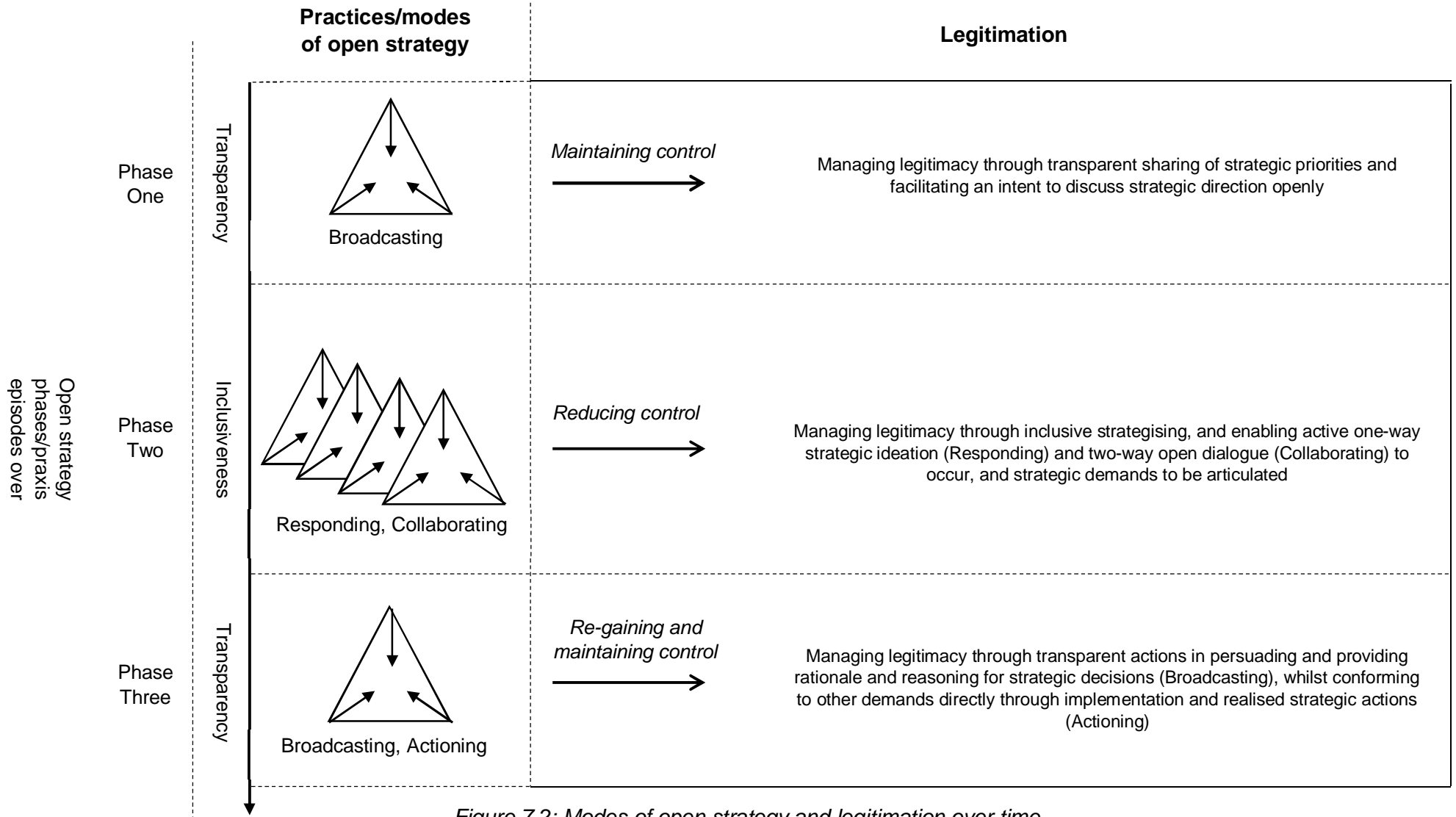


Figure 7.2: Modes of open strategy and legitimation over time

In introducing the summary and final conceptualisation of findings here, a comprehensive summary of CILIP's legitimation process through an OS approach is particularly relevant. Such a summary was provided by the CILIP CEO⁶³ and, in particular, the CEO surmised CILIP's need to move from the failings of a top down strategic approach, towards an approach which ensured CILIP understood the needs of the community more clearly, and were able to then allocate the organisations' strategic direction appropriately in line with this. To summarise in light of these insights and the findings here, the OS modes and legitimation over time identified are demonstrative of CILIP exhibiting different means of managing legitimacy over the course of the three outlined phases of their OS initiative. Therefore, of significance is that CILIP demonstrated explicit switching between different means of managing legitimacy as it exhibited different modes of open strategising activity through the phases of strategy praxis. This switching of strategies was imperative for CILIP given the competing demands of stakeholders, and needs to manage these in different ways. *Figure 7.2* conceptualises this through demonstrating the changes in the phases of OS over time, with the arrows representing the relation between the OS modes and legitimation, particularly in relation to the control of open strategising activity, and then how the modes relate to the managing of legitimacy over the course of STF.

For example, in the first phase of promotion and planning, CILIP remained in control of the strategy as per their top-down style strategic planning norm, but started the foundation of OS through exhibiting strategic transparency and their initial outlining of strategic priorities and potential directions. This also enabled the strategic inclusiveness in the second phase, the consultation period, where CILIP separated from the norm of their typical strategising process by further opening strategy and reducing control over the planning process. This openness enabled CILIP to be open to strategic demands of the community through open ideation and dialogue around strategy, and understanding the competing strategic demands of the CILIP community. In the final phase, analysis and implementation, CILIP re-gained control in open strategising once more, and here there exists an ongoing balance for CILIP between managing the expectations of the CILIP community in relation to competing demands, and delivering strategic action in relation to these demands more explicitly.

⁶³ The full quote from interviewee A is available in the appendices (appendix I).

In relation to this, the CILIP CEO stated the need to talk to different groups on an ongoing basis regarding more specific demands, and being able to make statements and assurances, as seen in Broadcasting, until resources are available to take more substantiated action, exhibited in Actioning, for example:

“Organising the responses was quite straight forward, because quite quickly the feedback into the centre kind of cantered around five or six key concepts; stop looking inwards, start looking outwards, get moving and do stuff, and deliver the visible impact, stop agonising over definition and start representing the whole of the profession. A lot of it was very, very consistent. I think with the more detailed stuff, you almost put that in a plan and say that’s an ongoing relationship and a conversation that we need to be able to have with that particular group of people” (Interviewee A)

Ultimately, identification of detailed dynamics of open strategising activity, through the modes illuminated here, manifests understanding how these dynamics enable different means of managing legitimacy over time. This moves the understanding of legitimacy beyond being merely a result or outcome of OS, and instead towards comprehension of the subtleties of OS as a means of legitimation over time.

7.3 Chapter Summary

This chapter has concluded the empirical analysis relating to this research project, and identified the main findings relating to OS and legitimation. The analysis and findings outlined lead onto the next chapter, where extant literature and theoretical works will be central to discussing the findings more explicitly in relation to the main research question.

8. Discussion of Findings: Open Strategy as a Process of Legitimation

8.1 Introduction

The primary aim of this chapter is to provide discussion of the outcomes of the empirical work, particularly in relation to the review of literature in chapter two, and as a means of further emphasising the contributions derived from this research. A central aim of the discussion is to bring together the findings from the sub-research questions, to help answer the main research question. The main question posed in this research is; *'How does an open strategy approach represent a process of legitimation for managing the competing demands of organisational stakeholders?'*, and the contributions of the research are explicated here in line with the discussion, and outlined in more detail in the conclusion chapter. A finalised conceptualisation of OS as a process of legitimation also supports the discussion, which is derived from the empirical insights induced in this study, and supported by understanding of the literature on OS, pluralistic contexts, and legitimation.

8.2 Open Strategy as a Process of Legitimation

It is of foremost importance here, building on the main analysis and findings in the last chapter, to outline how the demonstration of legitimation by CILIP through modes of open strategising activity connect with specific legitimation strategies, as illuminated in existing literature on managing legitimacy, particularly in pluralistic contexts.

8.2.1 Shape the Future and legitimation strategies

The findings illuminated ways in which OS modes were consistent with means of managing legitimacy, and as was detailed in extant literature on legitimation processes, organisational responses to legitimacy demands are often emphasised by different legitimation strategies.

For example, the insights from the Broadcasting mode of open strategising identified were akin to legitimacy strategies in the literature linked with 'persuasion' or 'manipulation' (Suchman, 1995; Pache and Santos, 2010; Scherer et al., 2013), and CILIP used such strategies in two dominant ways. The first means of Broadcasting saw the managing of legitimacy during the planning and promotion of the OS initiative. In relation to manipulation, this was an attempt by CILIP top management to influence

the expectations and directions of open strategising through “advertising” and active promotion, the dissemination of information (such as pre-determined strategic priorities) and other “instruments of strategic public relations”, signifying a means of maintaining some influence and control over open strategising (Oliver, 1991; Pache and Santos, 2010; Scherer et al., 2013, p.264; Baumann-Pauly et al., 2016). Second, was the use of persuasion oriented strategies of legitimation in the analysis and implementation of OS, when responding to competing demands directly through published strategic contents, or realised strategic action. Legitimacy ‘tactics’ of influencing and controlling were particularly prevalent here, as opposed to CILIP being openly dismissive over legitimacy demands (Oliver, 1991; Pache and Santos, 2010), and instead transparency was a key means of communicating and influencing through providing rationale and reasoning for strategic choices which went against the demands of parts of the community. As highlighted in the literature, this is also demonstrative of CILIP attempting to alter the perception of certain demands through manipulation (Pache and Santos, *ibid*; Scherer et al., 2013; Baumann-Pauly et al., 2016).

It is alluded, however, that strategies of managing legitimacy closely aligned to persuasion or manipulation “may prove insufficient” and organisations may struggle to influence or persuade relevant individuals or groups (Scherer et al., 2013, p.267), or the use of manipulation may be seen and dismissed as ‘cheap talk’ (Whittington et al., 2016), and not a genuine attempt to adapt to changes in the environment. Equally, manipulating through use of ‘vague language, or intent of action, might only buy organisations so much time before individuals or groups begin to question approaches (Suchman, 1995; Kraatz and Block, 2008; Scherer et al., 2013). Commonly, in such situations organisations might resort to managing legitimacy through discussing demands, or ‘argumentation’ with stakeholders more overtly (Suchman, 1995; Pache and Santos, 2010; Scherer et al., 2013; Baumann-Pauly et al., 2016). Consistent with this, CILIP not only shared their thoughts on strategic priorities, but demonstrated through Responding and Collaborating modes of open strategising a means through which the organisation could engage in an active discourse with its sources of legitimacy regarding these priorities (Suchman, 1995; Pache and Santos, 2010). By enabling an active discourse around strategy, the organisation’s community were able to argue and debate its acceptability and behaviour (Suchman, 1995; Palazzo and

Scherer, 2006). Thus, unlike persuasion strategies, argumentation meant that CILIP's top management and community were able to learn from each through a range of structured and un-structured, constructive strategising practices (Suchman, 1995; Scherer et al., 2013; Baptista et al., 2017). As opposed to CILIP top management simply sharing strategic priorities and then enacting these by persuading the establishment of their own position, demonstration of argumentation as a means of managing legitimacy ultimately meant that CILIP and their community could work towards common solutions, based on "sound argument" and thus serving the "well-being of society rather than egoistic motives or narrow interests" in the re-establishing of legitimacy (Scherer et al., 2013, p.264).

However, the modes of Responding and Collaborating were not demonstrative of explicit strategic action, but rather a means of understanding and negotiating the meanings of legitimacy demands with the CILIP community (Kraatz and Block, 2008; Scherer et al., 2013). Thus, the strategy of argumentation evident here by CILIP afforded the opportunity to build upon a process of deliberation towards understanding demands of stakeholders before taking substantiated strategic action. Additionally, although a useful means of managing legitimacy, argumentation is not a permanent solution and does not replace other legitimation strategies which more directly, as alluded, concern managing legitimacy through direct action. Thus, depending on the outcome of such conversations, this suggests a need to move towards either persuasion strategies which enable the organisation to take action and provide rationale for decisions, or strategies which enable more direct conformity to strategic demands of stakeholders (Baumann-Pauly et al., 2016). Ultimately, argumentation is representative of a "retreat strategy" and one that enables dialogue between the organisation and its community, when mechanisms of social routine (such as manipulation) fail, or as a proactive strategy for establishing legitimacy and trust with an organisation's stakeholders. Equally, it might be used as a means of addressing long-standing, or emerging, issues which may erode legitimacy in the future (Scherer et al., 2013, p.267).

In relation to moving beyond argumentation towards more clearly and directed strategic action, CILIP demonstrated this in Phase Three of STF, where a combination of legitimation strategies were identified as working in tandem. Through the learning

processes seen in discussion-based strategies of argumentation, one example of these strategies is that the organisation might revert to a top-down means of strategising, and push back against demands of stakeholders. This is achieved through active persuasion and by providing rationale for taking action which resonates more with the interest of the organisation and its top management, rather than the desires and deemed acceptability of other individuals and key stakeholder groups (Kraatz and Block, 2008). Equally, however, the organisation might demonstrate a more transparent approach, and follow argumentation by adapting to emerging demands and conform to them as acceptable and desirable strategic directions informed by its community (Suchman, 1995; Kraatz and Block, 2008; Luedicke et al., 2017). For example, whilst CILIP continued to persuade or manipulate on certain demands, as seen through continued use of Broadcasting as a mode of open strategising activity in the third phase (for example, the rationale for keeping the CILIP headquarters in London), the organisation demonstrated a more widespread adaptation to demands, as seen through Actioning (for example, the launch of a national campaign focusing on advocacy for public libraries, and the new membership model). Actioning, as highlighted in this work, is thus a means of managing legitimacy akin to those strategies in the literature which relate to the acquiescence or adaptation in relation to a number of predominant competing demands of stakeholders. The attempted balancing of demands is also relevant here (Kraatz and Block, 2008), and CILIP demonstrated an attempt to balance competing demands, and bring stakeholders into closer association, and manufactured cooperative solutions through explicit strategic actions in the face of the pluralistic demands inherent in the CILIP community. The alteration of organisational practices and to conform to expectations of the community can also be seen as a means of maintaining or managing legitimacy in the long-term (Deephouse, 1996), particularly when meeting the legitimacy demands of their most powerful stakeholder groups, such as public librarians in CILIP's case (a group who comprise the numeric majority of the CILIP membership) (Palazzo and Scherer, 2006; Scherer et al., 2013). It is also notable here that several of the most prominent demands of stakeholders resonated closely with CILIP top management's own pre-set priorities (for example, advocacy, developing the membership/business model), suggesting CILIP were perhaps more willing to conform to these suggestions as they also resonate with their own thinking and desire for the organisation's direction.

Through discussing the findings of STF here, in tandem with the body of work on OS and managing legitimacy in pluralistic contexts, CILIP is highlighted as an organisation that was able to fulfil multiple purposes through the use of an OS approach. CILIP embodied multiple demands and successfully verified these into explicit strategic rationales and actions. This means CILIP might then interpret the outputs of STF, and their intended direction through this, as especially legitimate whilst embodying multiple values and demonstrating the ability to achieve goals in-line with multiple competing demands of the CILIP community (Kraatz and Block, 2008). As three broad means of analysing organisational responses to legitimacy, the agency-intensive strategies relating to manipulation, argumentation and adaptation have been highlighted as particularly relevant in line with the literature on managing legitimacy in pluralistic contexts.

8.2.2 Relevance of the 'locus of control' in Shape the Future

The literature on legitimation also emphasises that a key difference between strategies for managing legitimacy in pluralistic contexts revolves around the 'locus of control', referring to the extent to which organisations and their top management teams control events which influence legitimacy (e.g. Scherer et al., 2013; Castello et al., 2016). This is of pertinence when discussing findings of OS and legitimation here, particularly in explicating that legitimation strategies illuminated in STF vary in relation to various factors relating to the locus of control. This includes factors of 'structures and governance' including; control, authority and hierarchies, organisation, rules and norms, and 'process dimensions' including; communication order, and legitimacy outcomes (Castello et al., 2016). *Table 8.1* (adapted from Scherer et al., 2013; Castello et al., 2016, p.423) summarises the relevance of the locus of control in STF, and the discussion of modes of open strategising activity and legitimation strategies as highlighted in the literature.

locus of control factors	Modes of open strategising activity and legitimacy strategies		
	Broadcasting/ Manipulation	Responding and Collaboration/ Argumentation	Actioning/ Adaptation
Structures and governance:	<p>Locus of control: Internal, in the organisation</p> <p>Authority and hierarchies: Organisation-centric hierarchy</p> <p>Organisation: Programmes and groups in the organisation</p> <p>Rules and norms: Rules of engagement defined by the organisation</p>	<p>Locus of control: In the discussion/deliberation process</p> <p>Authority and hierarchies: Primarily formalised track of deliberation, both hierarchical and non-hierarchical, mostly equal access to participation</p> <p>Organisation: Physical and online platforms both managed and selective or open to any member of the community</p> <p>Rules and norms: Negotiated amongst stakeholders, mediated by platforms of engagement</p>	<p>Locus of control: External, outside the organisation and in the community</p> <p>Authority and hierarchies: Community-centric hierarchy</p> <p>Organisation: Programmes and projects led by the organisation to adapt to new norms</p> <p>Rules and norms: Defined by the community</p>
Process dimensions:	<p>Communication order: One-way</p> <p>Legitimacy outcomes: Pragmatic legitimacy</p>	<p>Communication order: One-way and two-way symmetric</p> <p>Legitimacy outcomes: Moral legitimacy</p>	<p>Communication order: One-way</p> <p>Legitimacy outcomes: Cognitive legitimacy</p>

Table 8.1: Modes of open strategising activity, legitimacy strategies and the relevance of the locus of control

In relation to strategies of manipulation, these are consistent with an internal locus of control, and organisations can influence how their communities perceive their legitimacy. In discussing the relevance of this with CILIP's OS initiative, the strategies of managing legitimacy through Broadcasting showed control with CILIP and the top management team, where the rules of engagement were defined by CILIP, and authority and hierarchy was 'firm-centric' and defined by primarily one-way communications (Castello et al., 2016). In terms of the legitimacy outcome from Broadcasting, this showed pragmatic legitimacy where legitimacy was dependent on the benefits that are perceived to emerge from CILIP's existence or behaviour (Suchman, 1995; Scherer et al., 2013). From the perspective of strategies which revolve around active enablement of discussion such as argumentation, the locus of control is defined as being neither internal nor external, and instead, as has been discussed thus far, legitimacy results from extant discourses that connect

organisations and their environment such as their communities, and places control in the deliberative process itself (Suchman, 1995; Scherer et al., 2013; Castello et al., 2016). Responding was an example of this in STF, showing control in a deliberation process, where the rules and norms were negotiated by organisational stakeholders both internally and externally, with authority and hierarchy flattened through a “formalized track of deliberative decision making” with primarily one-way communications (Castello et al., 2016, p.423). Collaborating was illustrative of similar factors in relation to the locus of control, however in the case of the UKlibchat Twitter discussion, the control was in the platform which the CILIP community were using to strategise, where authority and hierarchy was removed, equal access to participation was enabled, and two-way symmetric communication based on open access to a public platform was allowed. This was thus more demonstrative of a ‘networked’ strategy of legitimation, where the internet and open platforms such as Twitter are shifting power dynamics and increasing complexity of debates by providing access to multiple stakeholders, with a lack of explicit means of gatekeeping. Subsequently, such networked strategies of legitimacy through social media enable two-way interactions between participants without formal hierarchy (Castello et al., 2016), and are also demonstrative of new forms of legitimation which are coming to fruition in line with technological advancements (Deephouse et al., 2017). The legitimacy outcome for both strategies of Responding and Collaborating is demonstrative of moral legitimacy, where organisational legitimacy rested on an explicit moral discourse about the acceptability of CILIP and its activities (Suchman, 1995; Scherer et al., 2013). Those strategies which display direct adaptation of demands assume an external locus of control, where organisations are subjected to certain pressures and routines enacted by their environment and the sources of legitimacy (Suchman, 1995; Castello et al., 2016). In relation to Actioning, the rules of engagement were defined by actors in terms of their specific demands, and thus control was from outside the organisation in the CILIP community and their expectations of a legitimate CILIP. Here, the programmes and projects of the strategy were led by CILIP with the view of adapting new norms through one-way communications (Castello et al., 2016). The legitimacy outcome was that of cognitive legitimacy, created as CILIP pursued goals that its community deems to be proper and desirable (Suchman, 1995).

In discussing the concept of the locus of control, a further explication of the basis of legitimation strategies through CILIP's OS initiative is illuminated, particularly in relation to the modes of open strategising activity identified in the findings chapters, and the literature on legitimation and pluralistic contexts.

8.2.3 Hybridisation of legitimation strategies in Shape the Future

In line with the findings here emphasising several legitimation strategies at work through OS, it was also evident that these strategies were switched between over time, as per the phases of OS, and the different modes of open strategising evident in the stream of strategy praxis over time. Literature on legitimation processes has primarily outlined that organisations choose one approach to legitimation, and then limit themselves to this strategy regardless of the situation or environment (Scherer et al., 2013; Baumann-Pauly et al., 2016). However, more recent studies, particularly those focused on legitimation in complex or pluralistic environments, have branded this an “unnecessary restriction” and that as different legitimation strategies employ a different purpose and inherent strengths and weaknesses, organisations can employ more than one strategy dependent on circumstance (Scherer et al., 2013; Castello et al., 2016), including simultaneously (Baumann-Pauly et al., 2016). In the case of CILIP, and as has been discussed here in relation to the findings, it is indicated that not only were several different legitimation strategies evident throughout the course of STF, but these were switched between and sometimes used in tandem. Thus, it is argued here that CILIP's OS initiative is demonstrative of a hybridisation of a repertoire of different strategies (Pache and Santos, 2010; Baumann-Pauly et al., 2016). It is suggested that taking such an approach is akin to a ‘paradoxical approach’ to legitimation, which might combine strategies to manage diverse and oftentimes competing issues and demands. Indeed, this ‘switching’ of strategies was imperative for CILIP given the competing demands of stakeholders, and the need to manage these in different ways. It has also been emphasised that by employing different legitimacy strategies, organisations in pluralistic contexts are likely to be more successful in preserving their legitimacy over time (Scherer et al., 2013). Consequently, of the three approaches to responding to competing demands in complex and pluralistic contexts, namely: the “one-best way approach”, the “contingency approach”, and “the paradox approach” (Scherer et al., 2013, p.272), STF is more evidently an example of the paradox

approach. STF also demonstrates movement between different legitimation strategies over time, sometimes in conflict to traditional 'either/or' views of legitimation (Lewis, 2000; Scherer et al., 2013). The one-best way and contingency approaches meanwhile take a one-dimensional view of different means of approaching legitimacy, and are perceived to be unsuitable in complex environments characterised by competing demands, where flexibility in legitimation strategies is likely to be required (Palazzo and Scherer, 2006; Scherer et al., 2013). The rationale for CILIP hybridising legitimacy strategies here perceivably relates with several factors regarding control, time and resources (Baumann-Pauly et al., 2016; Castello et al., 2016), particularly a lack of both time and resources to adapt to all strategic demands. Thus, there exists a need to control expectations, whilst providing rationale for decisions regarding other demands in line with their own strategic beliefs. For example, this is emphasised in agency-intensive strategies of manipulation, argumentation and adaptation, in which organisations might not be able to comply with all stakeholder demands and will instead need to manipulate audiences until resources are available to either engage in discussions about legitimacy demands, and potentially adapt to these demands more explicitly (Oliver, 1991; Suchman, 1995; Baumann-Pauly et al., 2016).

The exhibiting of multiple legitimation strategies is evidently a means of CILIP being able to navigate and then handle multiple demands of the community, and the paradox strategy is a key link to managing legitimacy in a context characterised by multiple competing demands of diverse stakeholders. Through hybridising strategies, CILIP could manage their action over the course of the OS initiative, and in managing legitimacy could dictate, in particular, when they prioritise and take action to satisfy demands of the community, and when they engage in further conversations in the future around strategic priorities.

8.2.4 Conceptualising Shape the Future as a process of legitimation

The conceptualisation of STF as a legitimation process forms around several key insights induced in this research, and in discussion with bodies of work on OS and managing legitimacy in pluralistic contexts (*Figure 8.1*). As has been illuminated through the findings, and discussed here, STF is conceptualised comprising three

main praxis episodes of OS over time. The nature of OS practices and their relevant modes are central to understanding open strategising activity in relation to legitimation, particularly in how each phase relates to types of OS (transparency and inclusiveness), and control over strategic engagements. Ultimately, in discussing the research findings with the literature, these are incorporated into the final conceptualisation displayed here.

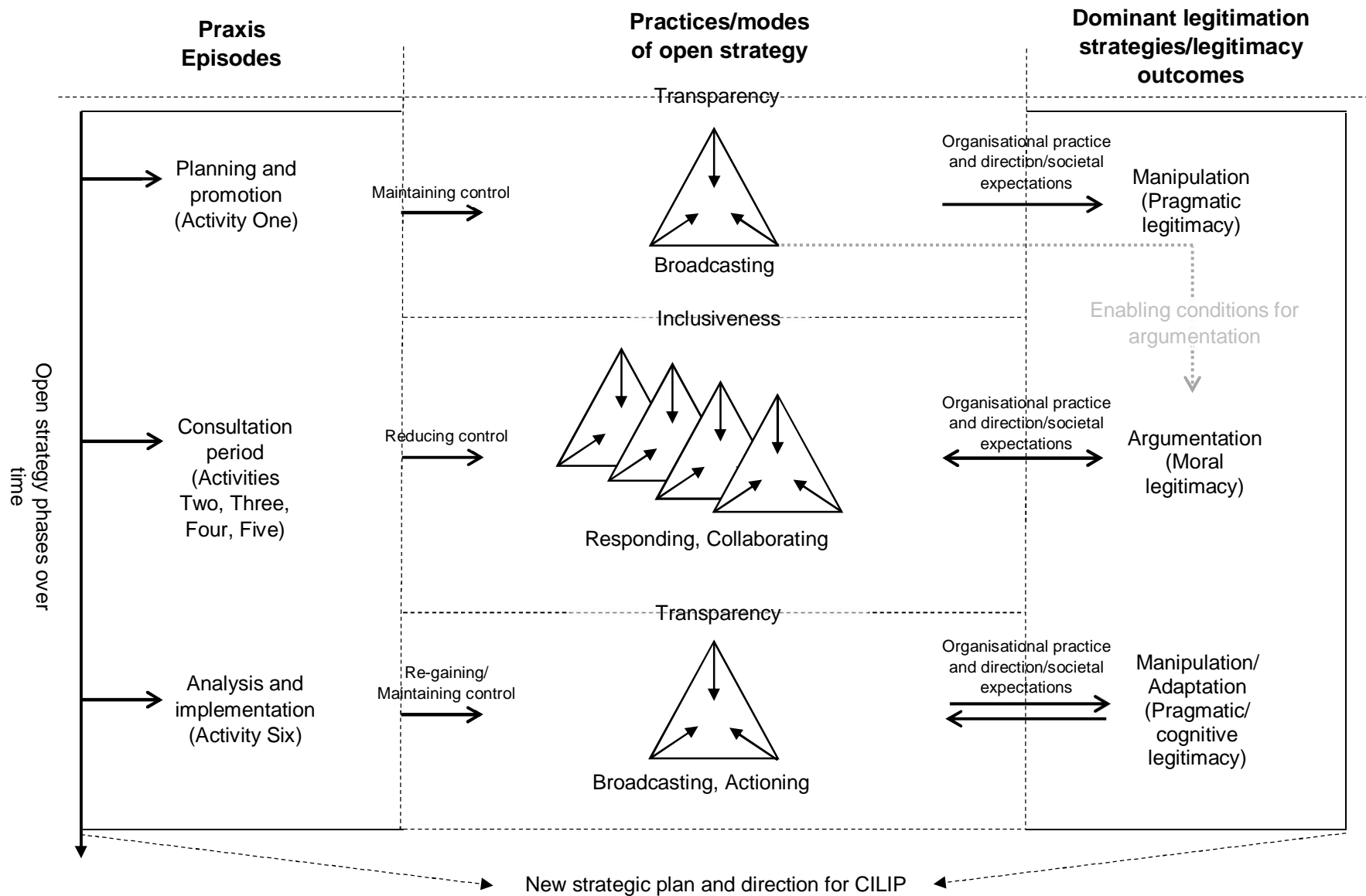


Figure 8.1: Open strategy as a process of legitimization amidst competing demands (the Shape the Future consultation)

The failing of the old model of top-down strategising at CILIP (as was illuminated in the findings) meant that the open approach of STF was recognised as being necessary for CILIP's legitimacy going forward. Whilst CILIP demonstrated transparency in sharing strategic priorities and other information, the organisation maintained control over the engagement in the phase of planning and promotion. In terms of a dominant legitimation strategy this is representative of manipulation, in that CILIP actively attempted to influence and persuade the community regarding societal expectations (the legitimacy of the organisation and what should be the main priorities for its future direction). This is shown in the arrow representing the maintaining of control and the arrow pointing towards manipulation in Phase One, showing that organisational practices and directions of CILIP top management are attempting to control and shape societal expectations of the CILIP community through the dissemination of strategic information, lobbying, and other instruments of strategic planning and promotion. The modes of open strategising activity, and manipulation in relation to transparent strategising and sharing strategic priorities was also key here to enabling the conditions for CILIP to have open, inclusive strategic discussions with its community. Control was then reduced, thus breaking the norms and control over strategic engagements in order to discuss what makes a legitimate CILIP in the opinion of its top management and community through means of strategic inclusiveness. This is representative of argumentation, including the networked strategy of legitimation highlighting non-hierarchical equal access to discussions via online platforms, due to CILIP's attempts to open a dialogue around strategy, and the legitimate direction of the organisation. This is shown in the arrow representing the reducing of control in the consultation phase, and the arrow pointing towards argumentation which signifies that organisational practices and directions are in tandem with negotiating societal expectations of stakeholders. Control was then re-gained by CILIP in Phase Three, where the formal discussions of the consultation stage were ended, and analysis and implementation of emerging strategy contents (competing demands) of stakeholders through realisation of strategy took place. Here, the organisation both persuaded stakeholders about decisions made that went against strong opinion of the community, whilst also adapting to stakeholder demands on other key issues, thus balancing the protection of CILIP and top managements own priorities, and the conformity to strategic demands and legitimate expectations. This is therefore representative of both

manipulation and adaptation, and is indicated by the arrow showing the re-gaining of control in the analysis and implementation phase, and the arrows pointing towards and away from manipulation and adaptation as the dominant legitimacy strategies, which points to show organisational practice and direction shaping societal expectations (manipulation) and societal expectations shaping organisational practice (adaptation). Thus, here CILIP are both shaping their practices to persuade the community of its directions, whilst also changing other practices to meet the interests and legitimacy concerns of some of their most powerful stakeholder groups.

In sum, *Figure 8.1* shows that CILIP saw failings in their old model of strategising which revolved around introspection and strategies of manipulation, recognising a need to repair their legitimacy amidst competing demands of its key stakeholder groups. An open approach to legitimation was identified, and was both hierarchical and controlled, and non-hierarchical with control in processes of deliberation and strategic inclusiveness. CILIP demonstrated a willingness to adapt to competing demands of powerful stakeholders, but also worked to protect their own interests and fight off and reject certain suggestions, showing a top-down approach still existent in relation to strategic implementation and decision-making. What remains to be seen is whether CILIP's use of STF and legitimation strategies through modes of OS in the future will remain in the forms of the transparent practices seen in Phase Three, or will continue to break the norms of strategising in enabling further periods of strategic inclusiveness to gain insights from the community on key issues and desired directions, as seen in Phase Two. It also remains to be seen how successful the OS process has been, in the long-term practice of managing legitimacy for the organisation.

8.3 Chapter Summary

This chapter presents the discussion of findings relating to this research, and comparison of findings in line with existing literature and theory. The chapter has concluded with a conceptualisation of OS as a process of legitimation amidst competing demands of stakeholders at CILIP. The discussion of findings leads onto the conclusion of this thesis, which focuses on summarising findings in line with the research questions, and illuminating the main contributions and implications of this work.

9. Conclusion

9.1 Introduction

This conclusion chapter summarises the most significant findings from this research, particularly in relation to the research questions. The principle contributions of the work, and its implications for both theory and practice are also discussed here. The chapter concludes with consideration of research limitations and an agenda for future research.

9.2 Summary of Findings and the Research Questions

The main contributions of this work emerge from the principle findings relating to each research question. It is important to revisit the research questions here to more explicitly summarise these. The finding; 'Different open strategy modes resonate, through hybridisation of different legitimisation strategies, as a means of managing the pluralistic demands of organisational stakeholders in a flow of activity over time' is the basis and central contribution of this research. This can be broken down further, namely into two central contributions emerging from this work. First is the broad understanding this research provides in relation to the process of OS. Here OS is theoretically positioned as an activity, which has comprised the empirical explication of the phases of OS, its associated practices, and how key stakeholders might interact to produce realised strategy contents (through their competing legitimacy demands). Second, through the main narrative of understanding OS as an activity, this research has provided greater perception of a core purpose of OS through understanding of its role in legitimisation. Thus, this second contribution has more explicitly brought OS into close alignment with the organisational legitimacy literature and its theoretical conceptions.

The main research question guiding this thesis is; '*How does an open strategy approach represent a process of legitimisation for managing the competing demands of organisational stakeholders?*'. This is summarised through the four sub-questions devised as central to this research.

The first sub-question asked; '*What are the specific practices used for open strategising?*'. Here, several practices were identified, and communicated as six activities across three main phases or 'praxis episodes' of OS, consistent with the OS

literature (e.g. Tavakoli et al., 2017). The practices revolved around planning and promotion, consultation (focusing on strategic ideation), and analysis and implementation.

The second sub-question asked; '*How do these practices enable different dynamics of open strategising activity?*'. Identification of practices, and their analysis using Jarzabkowski's (2005; 2010) activity framework, led to understanding of the dynamics of open strategy through identification of four different modes of open strategising activity. These modes were representative of how OS practices enabled mediation of transparent and inclusive activity between the CILIP CEO and top management, and the CILIP community in formulating the emergent strategic plan. The modes were also an important basis for understanding their relevance to OS praxis, and how they are representative of certain legitimating actions through open strategising activity over time.

The third sub-question asked; '*What are the competing demands which arise through open strategising activity?*', and identification of competing demands (categorised by organisational and professional demands) through the activity framework analysis was imperative for understanding the pluralistic nature of CILIP as an organisation, and in relation to strategy contents emerging in the stream of strategy praxis (the phases, praxis episodes and practices of STF).

The final sub-question, based largely as a means of connection back to the main research question, asked; '*How do the dynamics of open strategising activity relate to a process of legitimation for managing competing demands?*'. The analysis and findings, and this discussion chapter have brought together the empirical work and insights from this research to understand how OS represents a process of legitimation by organisations, when faced with competing demands of stakeholders. This was emphasised through discussion with existing theory and literature and a final conceptualisation which shows how the OS modes induced, and the notions of strategic transparency and inclusiveness in the analysis, corresponded with strategies for managing legitimacy over time. The more finalised conceptualisation in the discussion builds on the findings to help explain the main conclusions in relation to this final sub-question.

In sum, the four sub-questions revisited more explicitly here each offer a tangible step to outlining the main contribution to knowledge, as the basis of this research. *Figure 9.1* summarises the main findings in relation to this central contribution.

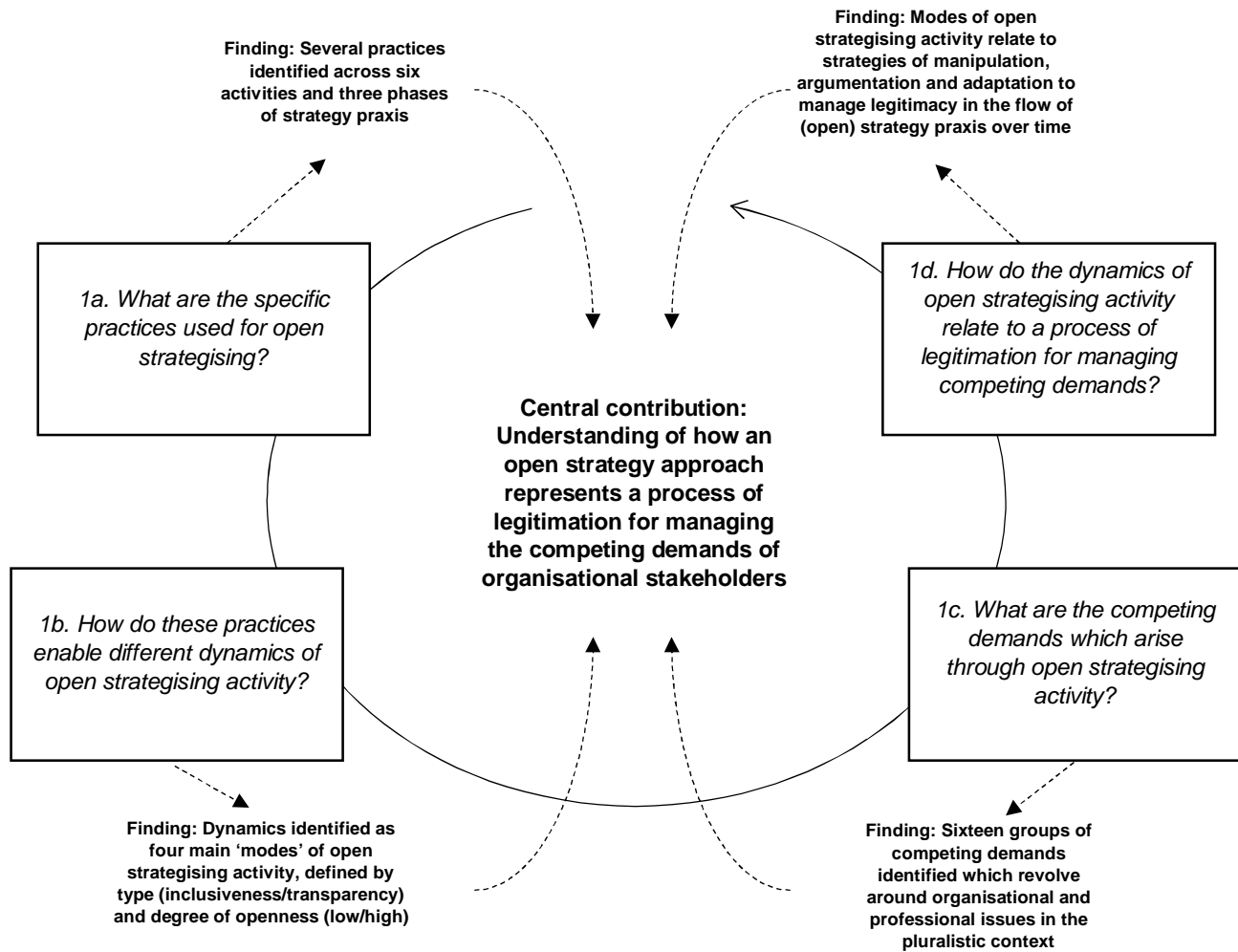


Figure 9.1: Research questions, findings and the central contribution

Ultimately, this shows how the questions and findings inter-link through this research to form the central contribution regarding an understanding of how an OS approach represents a process of legitimation for managing the competing demands of organisational stakeholders. The basis of this broad contribution is further detailed in relation to the contributions of the work in the remainder of the conclusion.

9.3 Outline of Contributions

In addition to summarising the findings of the research and outlining the central contribution to knowledge, more nuanced theoretical contributions emerging are also

detailed here. These contributions are derived from the main findings of the research, particularly an understanding regarding open approaches to strategy and OS as an activity, and how such approaches can legitimise the direction of a pluralistic context, in the potentially competing view of key stakeholders (the sources of legitimacy). Of further importance is summarising these contributions through relevant links with extant theory. Here the contributions are broken down by the broad areas which guide the conceptual framework for this work.

9.3.1 Open strategy, strategy practice and the activity-based view

Through utilising an activity-based approach to understanding OS, this research has more specifically contributed to an understanding regarding how different phases of OS, and the dynamics between strategy subjects, community and tools are significant in generating and realising strategy contents in relation to the case organisation (Jarzabkowski, 2005). This study offers, to date, the first attempt to conceptualise OS as an activity, and in regard to the activity-based framework used. This theoretical framework has also brought together the main three focal points of SaP work (praxis, practices and practitioners), and embedded these in the study of OS. It has focused on the mediating effect of a number of open strategising practices which were identified in the early parts of the analysis. Further, the dynamics of open strategising induced in this work, expressed as modes of open strategising activity, also build on core notions of inclusion and transparency to provide more explicit types of openness existent in the practice of OS (Whittington et al., 2011; Gegenhuber and Dobusch, 2017). In enabling this theoretical positioning, the work has developed new insights into OS and the nature of inclusive and transparent strategising as used in the specific case context.

A further central contribution here in relation to the use of the activity-based approach to OS has been its utilisation to explore more micro-level activity systems (Jarzabkowski, 2010; Jarzabkowski and Wolf, 2015). Indeed, whilst AT has been used to study more organisational-level praxis (such as activity systems to represent whole organisations) this work responds to suggestions that the activity framework for SaP could be used, like in other disciplines, to examine more micro-level phenomena. This is demonstrated here by the outlined practices and activities, and the multiple

graphical activity systems produced for each phase of strategy praxis over time. In relation to the case context, it has also been highlighted that there is ample opportunity to use the SaP AT framework to study strategising within pluralistic contexts, defined by complex and competing demands of stakeholders (Jarzabkowski, 2010). Similarly, it has been outlined that future research might seek to explore different contexts of strategising through technology, and how technology mediated strategising can lead to emerging and realised strategy contents (Henfridsson and Lind, 2014; Jarzabkowski and Wolf, 2015). Thus, the research has contributed to such calls through emphasis on competing demands and how these are both realised through dynamics of open strategising, and responded to through the phase of strategy analysis and implementation. Ultimately, a contribution here in relation to the theoretical framework used, and conceptual framework outlined, has been a focus on exploring more micro-level interactions in organisations, and using the activity framework in different contexts, including to explicate contexts which are more inherently pluralistic in nature (Denis et al., 2001)

Another contribution here, at a broader theoretical level, is that this research has added to the narrative of practice theoretical works in strategy and information systems (e.g. Whittington, 2014; Peppard et al., 2014). More specifically, the work has added to information systems practice research in understanding strategising as a process or activity, relating to the generation of realised strategy contents through IT. More specifically, there have been recent works in the information systems domain interested in the theoretical basis of SaP research in line with the joining of research ventures between strategy practice and practice-based IS work (Orlikowski, 2010; Whittington, 2014; Peppard et al., 2014). This has been developed here from interest in developing AT as a suitable means of exploring information technology use in the context of human practice (Kaptelinin and Nardi, 2006). The contribution here has followed examples in this emerging synergy of research which has utilised the SaP activity framework to examine and conceptualise strategising work through information systems and contemporary technologies (e.g. Henfridsson and Lind, 2014; Leonard and Higson, 2014). Indeed, this research has focused on emergent dynamics of activity, to analyse the formation of how strategy has developed through both analogue and technology-mediated (open) practices, with a particular focus on the development of a strategic plan through open practices in relation to the focus on open strategising

praxis (Tavakoli et al., 2017). This work has thus also demonstrated a direct focus on the formulation of a strategic plan through the actions of practitioners and their (primarily) technology-driven practices using the SaP activity framework (Jarzabkowski, 2010; Henfridsson and Lind, 2014). Indeed, although analogue forms of open strategising work are present in this research, the work supports the imperative link between open strategising and the enabling role of technology (Tavakoli et al., 2015; 2017). Further, this link with technology in strategy work demonstrates that the activity framework can be adopted and utilised to show the development of a realised strategy through open, technology-mediated practices, whilst exploring the more micro-level interactions of key organisational actors, and can do so whilst demonstrating different systems which enabled the process of strategy development to occur over time (Henfridsson and Lind, 2014). Additionally, the use of the framework here has also empirically explored the use of AT in line with emerging research on inclusiveness in strategy work, and in “technology enabled strategizing”, responding to calls in the literature that “activity theory provides a framework for systematically analysing the role of technology” in strategy mediation including “how specific technologies such as wikis can enhance wider participation and inclusion of knowledge workers in organizational transformations” (Jarzabkowski and Wolf, 2015, p.178).

9.3.2 Strategising in pluralistic contexts

This research also contributes to the understanding of strategising in pluralistic contexts. More specifically, a contribution has been made in this research through theoretical elaboration at the intersection of pluralism and legitimacy and legitimation processes (Kraatz and Block, 2008; Scherer et al., 2013), particularly in relation to the focus here on OS (e.g. Lusiani and Langlely, 2013). In more explicit relation to strategising in pluralistic contexts, the case context being a ‘particularly pluralistic context’ means the contextual nature of the work contributes to the understudied nature of such settings in extant strategy literature (Jarzabkowski and Fenton, 2006; Denis et al., 2007). It responds to calls which have emphasised, more specifically, the need for a picture of strategy that incorporates pluralism in a way that conventional organisation studies and strategy research does not (Jarzabkowski and Fenton, 2006),

and adds to examples from the literature which have been able offer further insight into strategising in pluralistic contexts through empirical work.

More specifically, the focus on professional associations here, characterised by the existence of divergent and contradictory goals and objectives (Jarzabkowski and Fenton, 2006; Denis et al., 2007; Lusiani and Langley, 2013), means that this has explicated a contextually grounded case for study and furthers the breadth and depth of unique environments and contexts in both strategy, and indeed OS, literature (Johnson et al., 2007). It has also been expressed that professional associations are important potential sites for strategy research (Greenwood et al., 2002), and ultimately the contribution here offers new potential interest in professional associations as environments for exploring pluralism in the strategy literature (Jarzabkowski and Fenton, 2006; Denis et al., 2007), and helps to further translate pluralism into existing theories of management explicitly (Glynn et al., 2000), as will be considered in the concluding points on the contributions in relation to OS and legitimation.

9.3.3 Legitimation strategies and processes

The contribution in relation to OS and legitimation is also significant here. On a broad theoretical level, this work responds to calls for specific focus on the potential challenge of legitimacy in pluralistic contexts, which has been deficiently explored by scholars (Kraatz and Block, 2008). Regarding legitimation strategies and processes, the empirical research focuses, in particular, on strategic legitimacy theory (Oliver, 1991; Suchman, 1995), and on agency-intensive legitimation strategies (Palazzo and Scherer, 2006; Pache and Santos, 2010; Baumann-Pauly et al., 2016). Indeed, this research outlines several legitimation strategies which interlink with specific modes of open strategising activity to represent a process of legitimation. This contributes directly to extant literature which has explicitly considered legitimation in pluralistic contexts, and emphasised that it is possible for organisations to “capture hybrid forms” of legitimation strategies (Scherer et al., 2013; Baumann-Pauly et al., 2016, p.46). Thus, in addition to outlining specific legitimation strategies which result from open strategising here, the conceptualisation of OS as a process of legitimation has also implicated theory relating to hybridisation, particularly as an empirical demonstration of ‘the paradox strategy’ of legitimation (Scherer et al., 2013). In particular, the process

of legitimation conceptualised as a primary output in this thesis illuminates a switch between different legitimation strategies, corresponding to the different phases of open strategising. This also means the research contributes an empirical example of the possibility of combining legitimation strategies to manage different legitimacy demands, which has yet to be explored consistently or in any considerable depth in the literature (Scherer et al., *ibid*; Baumann-Pauly et al., 2016). Hybridisation, as induced in this study, is also shown to occur over a short time-period, which raises potential new questions when compared to other studies which have demonstrated a switch between legitimation strategies over much more prolonged periods of time (e.g. Baumann-Pauly et al., *ibid*).

In relation to specific legitimation strategies, a perhaps less significant but notable contribution here is that the work has also provided an empirical example of a networked strategy of argumentation in relation to legitimation. This suggests, through the exploration of practices of Twitter in OS here, that dynamics of the legitimation process might, in certain situations, move from typical control in the firm through manipulation of stakeholders, to more clearly defined strategies of deliberation including non-hierarchical and platform-controlled discussions through social media (Castello et al., 2016). Such notions of networked legitimation are likely to become more significant, and the contribution here is also significant to the theoretical underpinnings of potential new forms of legitimacy, defined by open access and legitimation through contemporary technologies, which have received scant attention in much legitimacy literature to date (Castello et al., *ibid*; Deephouse et al., 2017).

9.3.4 Summary of contributions in relation to open strategy

In summarising the main contributions, this research has recognised and addressed a significant gap illuminated here in that the explicit link between OS as a legitimation process in pluralistic contexts has not yet been explored in existing works on OS. The SaP perspective, and activity framework adopted for this research were significant in analysing the analogue and technology mediated practices involved in OS, and to conceptualise open strategising in the case (pluralistic) context as an open process of legitimation. Further, OS has been approached here as a stream of research which seeks to understand OS as a social practice. The research particularly contributes to

SaP research through its positioning of OS as an activity (Jarzabkowski, 2005; 2010). Whilst much extant work has started to clarify and conceptualise the process of OS, it has not yet explicitly been situated as an activity over time, with specific dynamics for how practitioners interact with practices to generate strategy contents. In relation to a level of analysis for AT and SaP, OS is enabled here to be positioned as a goal-directed activity, which has been useful due to it separating interactions between actors and their community through a flow of praxis, and attention was ultimately allowed to be drawn to praxis accomplished in such interactions (Jarzabkowski, 2005).

In addition to the central aim here of furthering OS research, this research resonates with an important sub-set of strategy research at the nexus of legitimacy and strategising in pluralistic contexts (Denis et al., 2001; Jarzabkowski and Fenton, 2006). In particular, the conceptualisation of the OS approach in the case pluralistic context not only shows OS as an activity over time, but as an activity in relation to legitimation and the management of complex competing demands of organisational stakeholders. The explication of the paradox strategy of legitimation, and understanding of different legitimacy strategies, including new forms of legitimacy, which resonate in the case OS approach were also significant to realising how OS is a means of managing legitimacy, offering a contribution beyond legitimacy being an outcome or implication of open strategising. Ultimately, the main finding of the research is again congruent here, in that the contribution has demonstrated how different OS modes resonate, through hybridisation of different legitimation strategies, to the management of competing legitimacy demands of organisational stakeholders in a flow of activity over time.

9.4 Implications for Practice

The implications for practice emerging from this research are also significant. These implications derive from the main contributions of the research, namely: an understanding for practitioners regarding open approaches to strategy, and how such approaches can legitimise the direction of organisation, in the view of their sources of legitimacy. Several practical implications lie at the intersection of these two primary contributions.

Building on earlier conjecture, the understanding of OS in this study has illuminated an increased understanding of the process of the phenomenon, providing more in-depth empirical understanding of OS as an activity. As has been detailed, within this is an explication of the phases of OS praxis, and a plethora of OS practices. One such implication here is that, realistically, practitioners can use these insights to develop their own approaches to OS, being able to interpret from this research how open strategising practices interlink with broader episodes of strategising over time, in the realisation of strategy contents (Jarzabkowski, 2010; Henfridsson and Lind, 2014). Additionally, this research has explored an example of an organisation facing a more multi-faceted world, driven by the competing expectations and demands of key stakeholders. This is amplified by knowledge being spread across the organisation, including geographical locations which can create silos of groups with different diverse interests (Denis et al., 2007). This makes understanding legitimacy in contexts defined by pluralism increasingly pertinent, and here the understanding of managing the competing demands of stakeholders through an OS approach to legitimacy is also a key practical implication. Indeed, as pluralism has been depicted as increasingly typical in organisations (Denis et al., 2001; Jarzabkowski and Fenton, 2006), new ways are needed for managers to manage their organisations' legitimacy, and thus this assumption means a pluralistic understanding of legitimacy is also pertinent for practitioners (Kraatz and Block, 2008; Scherer et al., 2013). Indeed, on reflection a principle driver of this research was an ontological motivation, to understand the implications of pluralism and the management of legitimacy as reflective of what organisations and their top management teams are facing, and to explore OS as a logical and increasingly apposite means of managing competing demands towards guiding legitimate direction.

Ultimately, the detailed case story here (Langley, 1999) illuminates OS as a means that organisations and managers, particularly in pluralistic contexts, can manage their organisational legitimacy. A number of potential open inclusive and transparent practices are emphasised, and managers can realistically see, through this research, the dynamics they enable in opening strategising, and thus could perceivably implement these in line with their own needs. This (open) approach might also guide managers regarding how their own organisation might choose to switch between OS driven legitimacy strategies to navigate a complex array of demands regarding their

desirable and appropriate direction. The final conceptualisation displayed in this thesis also provides a framework which allows increased insight for managers regarding their current approach to pluralism, and might provoke thought on how new approaches might be used, including those which are more innovative, radical, technology driven, and ultimately, open.

9.5 Limitations and Comments on Future Research

Consistent with the nature of social science research, this study has several perceivable limitations. It is important to outline these alongside the summary of findings and contributions, and this is balanced here by linking perceived limitations with potential avenues for future research endeavours. Broadly, in terms of theory the research is conceivably limited by the dominant theoretical and conceptual stances guiding this work. The empirical focus of the work, namely the focus on pluralism in a professional association, is also central to a specific context and thus may not be congruent with other organisations. One line of further research that can be developed stems from the matrix of OS modes outlined in this work. Particularly, further research might develop similar views of open strategising to see more specifically how OS creates certain dynamics of action (Gegenhuber and Dobusch, 2017) (such as seen here through Broadcasting, Responding, Collaborating and Actioning). Indeed, openness is a dynamic process that should be viewed as allowing movement along and between inclusion and transparency and towards and away from openness (Hautz et al., 2016).

The limitation of this research being induced through a single case study means that the findings are context specific, thus reducing generalisability of the work. However, context specific research is important in strategy, particularly to gain rich understanding of different strategising environments and situations (Denis et al., 2001; Jarzabkowski and Fenton, 2006). The understanding of strategy in pluralistic contexts is imperative in fast changing organisational environments. Understanding open strategising in pluralistic contexts is indeed a compelling and relevant stream of research which requires further attention (Lusiani and Langley, 2013). Due to the unique nature of these contexts, longitudinal studies will help understand these complex environments and how openness, particularly in strategy, can help to

understand strategising in pluralistic contexts. However, research might instead employ a research design which explores multiple case studies, and attempts to actively compare open strategising in different contexts.

Another prominent avenue for further research here is to build on this study by further explicating how OS represents legitimation in other contexts. Indeed, exploring the use of differing open strategising practices, and dynamics, might induce varied findings which contrast or build upon the OS legitimation process outlined in this work. Additionally, further exposition of both analogue and technology-driven approaches in open strategising would be relevant to understanding further how these might lead to different strategy contents. Indeed, through exploring OS as a legitimation activity, a route to building on this work would be to explore different mediating aspects of analogue and IT practices in open strategising, in a range of different organisational contexts. This would also enable further delineation of an activity approach to OS to understand further dynamics or 'modes' of open strategising activity, particularly as new forms of legitimation.

9.6 Concluding Remarks

The motivation for conducting this research has been to provide an important step towards both illuminating and understanding the central concept of legitimacy in OS. As has been explored here, whilst legitimacy has been implied as a core concept of OS, both indirectly and directly, it has remained 'black boxed' in relation to exactly *how* OS represents legitimation, particularly in complex organisational contexts defined by pluralism. The conception of OS as an activity here has helped to map the concept of OS and legitimacy, and define the core dynamics of OS to legitimation over time. The research reported in this thesis has provided a platform for future research which might further recognise the significance of OS in relation to legitimacy, and as embedded in pluralistic contexts.

10. References and Appendices

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10.2 Appendices

Appendix A: Participant information sheet, informed consent form and participant email template



Open Strategy

Participant Information Sheet

Lead investigator: Josh Morton (J.morton@lboro.ac.uk, 07813650337)

Project supervisors: Dr Alex Wilson (A.Wilson8@lboro.ac.uk, 01509228809), Dr Louise Cooke (L.Cooke@lboro.ac.uk, 01509228058)

What is the purpose of the study?

The purpose of this PhD project is to investigate the phenomenon of 'open strategy'. The term was devised by Henry Chesbrough and Melissa Appleyard in 2007, and was born from the concept of open innovation, coupled with more openness being introduced into business strategy processes. It represents a paradigm shift from traditional strategic planning in organisations; a change from strategy being a top down role, to one that is more participatory and attempts to reap the benefits of being more open to a wider range of internal and also external actors when communicating, formulating and implementing strategy.

Through investigating the concept of open strategy in literature, the following two key themes have been identified:

- Open strategy involves greater transparency, inclusiveness and participation in strategy.
- Open strategies are often delivered through the use of social technologies, such as social media and web 2.0 platforms.

This research project is interested in investigating how ideas are constructed, shared, and subsequently applied in open strategy initiatives, giving a more holistic understanding of how different actors are contributing to the strategy process and how open strategy can be effective in informing new strategic directions for organisations.

Who is doing this research and why?

This study is being carried out by Josh Morton, Loughborough University with supervision by Dr Alex Wilson and Dr Louise Cooke. This study is part of a doctoral research project supported and funded by Loughborough University, School of Business and Economics.

What will I be asked to do?

The first aim is to interview stakeholders who have been involved with the CILIP Shape the Future open strategy project, at either planning or participation levels. These interviews would be semi-structured, and

ideally be held face-to-face (however, Skype or telephone interviews would be possible if this better suits the participant). The aim is to complete approximately 15-20 interviews over the next 2-3 months.

The second aim is to analyse relevant data and output from the Shape the Future project, including data from Twitter, questionnaires and consultation events. The project is designed to require minimal time commitments from participants and the organisation.

Once I take part, can I change my mind?

Yes. After you have read this information and asked any questions you may have we will ask you to complete an Informed Consent Form. However, if at any time before, during or after the sessions you wish to withdraw from the study please just contact the main investigator. You can withdraw at any time, for any reason and you will not be asked to explain your reasons for withdrawing.

However, once the results of the study are published and the final report has been submitted (expected to be by October 2017), it will not be possible to withdraw your individual data from the research.

How long will it take?

Interviews are expected to last between 45 minutes and 90 minutes, depending on participant input.

What personal information will be required from me?

The interviews will explore personal information related to participant's professional occupation and their involvement as a member of CILIP. It will also ask for their opinions about the recent 'Shape the Future' strategy consultation.

Are there any risks in participating?

There are no expected risks associated with participating in this research project.

Will my taking part in this study be kept confidential, and what will happen to the results of the study?

Any written data resulting from these interviews will be anonymised and participants can choose not to be identified. All of the research data will be stored securely, and will only be accessible to the lead investigator for the duration of the research project. Additionally; participants can decide to stop an interview at any point and need not answer questions that they do not wish. It will not be possible to identify anyone from the written results of these interviews.

I have some more questions; who should I contact?

Please contact the lead investigator in the case that you have any additional questions.

What if I am not happy with how the research was conducted?

If you are not happy with how the research was conducted, please contact Ms Jackie Green, the Secretary for the University's Ethics Approvals (Human Participants) Sub-Committee:

Ms J Green, Research Office, Hazlerigg Building, Loughborough University, Epinal Way, Loughborough, LE11 3TU. Tel: 01509 222423. Email: J.A.Green@lboro.ac.uk

The University also has a policy relating to Research Misconduct and Whistle Blowing which is available online at <http://www.lboro.ac.uk/committees/ethics-approvals-human-participants/additionalinformation/codesofpractice/>.

What do I get for participating?

The intention is, after data is collected, to work with CILIP and CILIP members on offering feedback in the form of a report and/or presentation. This would be a way of offering value back to the organisation and participants, and as a thank you for their participation.

Open Strategy

INFORMED CONSENT FORM

(to be completed after Participant Information Sheet has been read)

Taking Part
initial box

Please

The purpose and details of this study have been explained to me. I understand that this study is designed to further scientific knowledge and that all procedures have been approved by the Loughborough University Ethics Approvals (Human Participants) Sub-Committee.

I have read and understood the information sheet and this consent form

I have had an opportunity to ask questions about my participation.

I understand that I am under no obligation to take part in the study, have the right to withdraw from this study at any stage for any reason, and will not be required to explain my reasons for withdrawing.

I agree to take part in this study. Taking part in the project will include being interviewed and recorded (audio).

Use of Information

I understand that all the personal information I provide will be treated in strict confidence and will be kept anonymous and confidential to the researchers unless (under the statutory obligations of the agencies which the researchers are working with), it is judged that confidentiality will have to be breached for the safety of the participant or others or for audit by regulatory authorities.

I understand that anonymised quotes may be used in publications, reports, web pages, and other research outputs.

I agree for the data I provide to be securely archived at the end of the project.

Name of participant [printed] Signature Date

Josh Morton

Researcher [printed] Signature Date

Example email to potential participant:

Dear,

I hope you are well.

I am a researcher at Loughborough University, and I have been passed your details by Louise Cooke. We are currently working together as part of an ongoing research project into 'open strategy', for which we are using the CILIP Shape the Future strategy consultation as a case study.

As part of this research I am interviewing CILIP members who may have contributed in some way to the consultation, and wondered if you would be interested in participating?

I've attached a short information sheet detailing a bit more about what I'm hoping to get from these interviews. If you are able to help, I can also send a more detailed information sheet.

I look forward to hearing from you.

Best,

Josh Morton

Appendix B: Interview question list examples

Example Interview Questions (CILIP Members/Community)

Opening Question:

Can you tell me about your role and responsibilities?

Question 2:

Can you give an overview of what your role includes, perhaps a walkthrough of the typical objectives?

Question 3:

Who are the principle stakeholders, internally and externally, you work with as part of your role?

Question 4:

How long have you been a member of CILIP, and what has been your involvement as a member?

Question 5:

Are you involved with any of the regional member networks or special interest groups?

Question 6:

I'd be really interested in hearing more about the recent CILIP Shape the Future consultation. Particularly I'd be interested in hearing what you thought of being involved in strategy in this way?

Question 7:

Was there a particular reason you chose to contribute to the Shape the Future consultation?

Question 8:

Which of the tools and methods available did you use to contribute and share your opinion about the future strategy, and what's your opinion of the methods that were available?

Question 9:

What views did you express the most and what do you think need to be CILIPs immediate priorities from this?

Question 10:

What's your opinion on the output from the Shape the Future initiative so far, such as the draft action plan and publication of the consultation summative report?

Question 11:

Do you feel you were able to contribute to the next CILIP strategy through this process? Especially considering the output so far, including the objective and priorities set out in the action plan.

Question 12:

What do you think are the advantages and disadvantages of using this type of initiative for strategy development and strategy implementation?

Question 13:

Do you think CILIP should continue to use this type of open consultation process to engage with its members?

Question 14:

Overall, what is your opinion of the Shape the Future initiative, and would you contribute to similar open consultations/initiatives in the future?

Closing Question:

Is there anything else you'd like to add that you think would be beneficial to this project?

Example Interview Questions (CILIP Management/Staff)

Opening question:

I'd be really interested in hearing more about how the shape the future output and implementation of the new CILIP action plan has progressed since we last spoke. Could you provide an overview of this?

Question 2:

In terms of member opinion from shape the future, have you been getting feedback or opinion about the process in general?

Question 3:

Has there been much feedback about the outputs, strategy developments and its role in helping form the action plan?

Question 4:

Were the tools and methods available for members to contribute to shape the future chosen for particular reasons?

Question 5:

Which did you feel worked best in collecting member opinions and generating discussion around strategic issues/priorities?

Question 6:

Now the action plan has been finalised, what were the main views expressed by contributors in shape the future, and what do you think have been the main ways in which the open consultation process has informed the new CILIP action plan?

Question 7:

Were there any ideas that came through shape the future which would not have otherwise been considered in the next CILIP strategy?

Question 8:

What action took place, from a CILIP management perspective, when collating these ideas and deciding how to prioritise these for the next strategy?

Question 9:

Were there any ideas or opinions that were widely discussed or expressed by the CILIP community, which were not considered or made note of in the action plan?

Question 10:

Overall do you feel, based on the output so far, that CILIP have been able to successfully use member ideas and opinions towards the next strategy through this process?

Question 11:

Were there any particular challenges experienced when conducting an open strategy initiative like shape the future?

Question 12:

Would you change anything if CILIP were to conduct future open consultations/strategy consultations and Why?

Question 13:

What steps would you take to help improve engagement in any future open initiatives at CILIP?

Question 14:

Do you consider shape the future as being an episode of strategic conduct for CILIP, or has the philosophy of openness continued as a result of the process?

Question 15:

What do you think are the advantages and disadvantages of using this type of initiative for strategy development and strategy implementation?

Question 16:

Overall, what is your closing statement on shape the future, and do you think CILIP will use similar open consultations/initiatives in the future?

Closing Question:

Is there anything else you would like to add about CILIP's experience of using an open strategy approach?

Appendix C: Example contact summary sheet template

A contact summary sheet is a designed “with some focusing or summarizing questions about a particular field contact” (Miles and Huberman, 1994, p.51). The contact summary sheet template used in this study was adapted from Miles and Huberman (ibid), and was completed after each interview as a means of reflection and early stage analysis.

Contact Summary Sheet
Interviewee name:
Interview date:
Interview type (face-to-face, telephone, Skype):
Participant background:
Main issues discussed (per each question):
Dominant themes:
Additional questions asked/explored (relevant for future interviewees?):

Main outcomes:

Appendix D: Example template document summary form template

A document summary form is a useful accompaniment to documentation data as it “puts the document in context, explains its significance, and gives a brief summary” (Miles and Huberman, 1994, p.54). The document summary form template used in this study was adapted from Miles and Huberman (ibid), and was completed to summarise documentation according to its potential usefulness and significance.

Document Summary Form
Document name (if applicable):
Date retrieved:
Document source (publicly available/obtained privately):
Significance of document (related to a particular aspect of the case, a particular aspect discussed in an interview, back documentation to the case organisation etc.):
Summary of document contents:
Dominant themes (if applicable):

Appendix E: Example ethical considerations and completed ethical clearance documents

The below items demonstrate the proper and rigorous completion of relevant ethical considerations in completing this research. A number of ethical considerations existed as part of this research project, and two main forms were completed in accordance with Loughborough University's code of ethics.

The first of these forms was a risk assessment document, which included answering a number of questions related to general risk assessments, primarily to ensure safety and legislation are considered when completing research work at the University as outlined below:



Guidance on risk assessment

1. Introduction

The following guidance is aimed at helping people carry out general risk assessments in the workplace. A risk assessment is an important step in protecting the health and safety of staff, students and visitors, as well as a requirement of the law, (the Management of Health and Safety at Work Regulations 1999 and other relevant statutory provisions). It helps you focus on the risks that really matter in the workplace, the ones with the potential to cause real harm. In many instances, straightforward measures can readily control risks, for example ensuring spillages are cleaned up promptly so people do not slip, or cupboard drawers are kept closed to ensure people do not walk into them and trip.

For most, that means simple, cheap and effective measures to ensure that the most valuable asset, the workforce, is protected. The law does not expect all risk to be eliminated, but we are required to protect people at work as far as 'reasonably practicable'. This guidance tells you how to achieve that with a minimum of fuss.

This is not the only way to do a risk assessment, there are other methods that work well, particularly for more complex risks and circumstances. However, this method is straightforward, easy to follow and it's use is strongly recommended.

The second form was an ethical clearance checklist, which involved answering a number of questions about the nature of the research. Questions queried involvement with vulnerable groups, investigator safety, methodology and procedures, observations and recordings, informed consent, deception, withdrawal, storage of data/confidentiality, incentives, work outside the UK, and risk assessments. This was to ensure no major concerns were raised and to make the researcher aware of key issues and procedures in completing the research. No ethical concerns were raised from completing the form.

Example Risk assessment form:

CONTROLLED DOCUMENT
 (The latest version is maintained on the HPSC network):
 This document is not a controlled copy once printed from the network.
 Loughborough University

Risk Assessment

School/Ref No...

Task/ premises: A case-study exploration of open strategy in organisations

Date	Assessed by (name and signature required)	Checked / Validated by (name and signature required)	Location	Version no.	Review date
01/12/2015	Josh Morton		Loughborough University		

School/Ref No...

Risk Assessment

Task/ premises: A case-study exploration of open strategy in organisations

Activity	Hazard	Who might be harmed and how	Existing measures to control risk	Likelihood*	Severity**	Risk rating***	Result (T,A,N,U)	Additional controls required to adequately control the risk
Home visits/ interview/ working in public venues/ observations/ dropping off questionnaires.	Risk of verbal abuse/ assault.	The researchers conducting the visit/ interview.	<p>Researchers are trained to keep their mobile phone charged and keep it topped up with credit.</p> <p>Do not visit homes/ venues after dark in winter months or outside normal working hours.</p> <p>Make sure you are at the right address and talking to the right person.</p> <p>If you have travelled by car, ensure your car is close to the address you are visiting.</p> <p>If you feel uncomfortable at any time during a visit then make an excuse and leave. (it would be useful to agree an excuse with your work partner/ supervisor prior to a visit)</p> <p>Know where the door is should you need to leave.</p> <p>Do NOT allow yourself to be cornered.</p>	3	3	9	A	Risk adequately controlled.

Example ethical clearance checklist and signed approval:

Ethics Approvals (Human
Participants) Sub-Committee



Ethical Clearance Checklist

Has the Investigator read the 'Guidance for completion of Ethical Clearance Checklist' before starting this form?	Yes
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Does the study require NHS approval? <i>Please complete a copy of the checklist providing a brief project description in the additional information section. Please send this to the Secretary of the Ethics Approvals (HP) Sub-Committee before starting your NHS application.</i>	No
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Project Details

1. Project Title: A case-study exploration of open strategy in organisations

Investigator(s) Details

2. Name of Investigator 1: Josh Morton	10. Name of Investigator 2: Dr Alex Wilson
3. Status: PGR student	11. Status: Staff
4. School/Department: School of Business and Economics	12. School/Department: School of Business and Economics
5. Programme (if applicable): PhD	13. Programme (if applicable): N/A
6. Email address: J.morton@lboro.ac.uk	14. Email address: a.wilson8@lboro.ac.uk
7a. Contact address: 182 Alan Moss Road, Loughborough, Leicestershire, LE11 4LZ	15a. Contact address: School of Business and Economics, Epinal Way, Loughborough, LE11 3TU
7b. Telephone number: 07813650337	15b. Telephone number: 01509 228809
8. Supervisor: No	16. Supervisor: Yes
9. Responsible Investigator: Yes	17. Responsible Investigator: No
List all other investigators (name/email address): Louise Cooke, l.cooke@lboro.ac.uk (supervisor)	

form from the Sub-Committee's web page. A signed copy of this Checklist should accompany the full Research Proposal to the Sub-Committee.

Space for Additional Information and/or Information on Generic Proposals as requested:

Additional information for question 43: The research will involve secure data (details of organisations strategies from social technolog platforms) from participating organisations. Permission for this data will be/has been granted by the appropriate authority and will only be used for the purposes of this research. The data will not be shared with anybody else.

For completion by Supervisor

Please tick the appropriate boxes. The study should not begin until all boxes are ticked.

- The student has read the University's Code of Practice on investigations involving human participants
- The topic merits further research
- The student has the skills to carry out the research or is being trained in the required skills by the Supervisor
- The participant information sheet or leaflet is appropriate
- The procedures for recruitment and obtaining informed consent are appropriate

Comments from supervisor:

Josh has undertaken the relevant training and has embedded the required ethical considerations into his research design.

Signature of Applicant: Josh Morton

Signature of Supervisor (if applicable): Alex Wilson a.wilson8@lboro.ac.uk .

Signature of Dean of School/Head of Department or his/her nominee: Click here to enter text.

Date: Click here to enter text.

8/12/15

Appendix F: Examples of past open approaches to strategy at CILIP

CILIP have demonstrated the use of 'openness' in recent years, through a number of initiatives aimed to including members and wider communities in strategic and operational issues. These have been particularly visible since 2010, when CILIP attempted a more radical open conversation with its membership around strategic issues, labelled 'Defining our Professional Future'. CILIP also host membership surveys to attract views from members on a variety of issues. Other forms of openness with the membership and community has spread to inclusion in a variety of 'one-off' debates and consultations in recent years. These include a vote on a proposed name-change for the organisation, and a vote on obligatory revalidation of chartership.

Membership surveys

As part of a programme of continual membership engagement, CILIP has held formal membership surveys, particularly documented over the last three years. According to privately attained documentation, the aims of the surveys note a desire by the organisation to "gauge how the current services and support provided by CILIP are meeting the needs of its membership". CILIP reiterates through the survey that there is a constant need to understand and adjust to the wants and needs of its membership, to ensure relevance of service and advocacy related activities, and to engage as a learning organisation. One aim of the membership survey is to assess how member's needs are changing and what CILIP can do to provide required support to meet the demands of such changes. CILIP note that the aim of using the survey type method is to 'crowdsource' the views of members in a feasible and efficient way.

'Defining our Professional Future'

The defining our professional future initiative at CILIP saw the start of a significant shift in openness between the organisation and the library and information community, particularly its membership. Defining our Professional Future was launched in 2010 by former CILIP CEO Bob McKee, and continued by subsequent CEO Annie Mauger. According to publicly available documentation, the main objective of the initiative was for CILIP to consult with its primary stakeholders to help inform the development of the CILIP "operating model and structure for the coming years". The CILIP management team decided the research needed to include a wide range of stakeholders in an

interactive discussion to help identify in particular, “how the world of knowledge and information domain will develop over the next decade”, “how a professional organisation will fit into that domain” and “how professional colleagues will engage with that professional association”. The open initiative itself proved popular amongst CILIP stakeholders, with a response of around 3500 individuals.

In a publicly available video, Bob McKee said of defining our professional future in May 2010:

“The thing about Defining our Professional Future is that it means what it says, it is about our professional future, it is about making choices, and it’s serious, so the outcome is going to be change. If you contribute and take part in the conversation you’re part of that change, if you decide not to, you’re excluding yourself from that change, so the key message is ‘get involved’. We’re going to start the conversation pretty much now, all the details are on the website, you can see them there, we’re going to have opportunities through social media, opportunities through an online survey, lots of ways of taking part, and really it’s at this stage, it’s about deciding what are the issues you want to discuss”.

Defining our Professional Future was made up of four primary individual projects which coupled to form a reporting of the project in July 2010. The below represents key messages regarding the four components from the July 2010 report by CILIP senior management. CILIP council represents a term popularly used for what is now the CILIP board:

- The Conversation- “The Conversation was designed to surface and consider issues, with conclusions reported to CILIP Council. A project board was established to manage and facilitate the consultation process, drawn from members of the CILIP community”.
- The Vision- “CILIP Council will synthesise issues from the Conversation, then verify with members and wider stakeholders”.
- The Roadmap- “CILIP Council will develop a Roadmap”.
- Ownership and implementation- “CILIP Council will implement the Roadmap, seeking involvement from stakeholders”.

The conclusions and recommendations of the Defining our Professional Future initiative noted several ways for CILIP as an organisation to follow these up, and to follow the views of its key stakeholders, and its membership. The report found that the CILIP membership lacks clarity in what it offers and that it is therefore not particularly visible to members what they receive for their membership fee. One major finding, and a key concern for the CILIP management and board at the time, was that only 59% of members noted that they expected to retain their membership over the next 10 years.

Another core finding was that the chartership offer by CILIP was being seen as increasingly less relevant by those in the field, including members and chartered members. It is noted in the Defining our Professional Future report as being “the main incentive to join CILIP”, however those working in the library and information profession noted the decreasing relevance of the organisation’s qualifications. Members voiced that they wanted CILIP to become, above all, a visible campaigning body. This means “pro-actively advocating the profession to government, opinion leaders, employers and society as a whole, to ensure the professional function and skills are fully understood, appreciated and resourced”. CILIP members still, however, noted through the open initiative the need to appreciate the environment that those working in the profession were working in, including increased pressure to deliver quality services with less support and fewer resources, at a time when there were widespread cuts across the UK initiated by the new Conservative government. Members noted the want and need for supportive services such as advice, guidance, mentoring and coaching, alongside lobbying to ensure that government and employers understand fully the implications of their decisions on those in the profession. Included in this was a requirement of those in the library and information domain to develop and gain core business skills. Again, advice and support, as well as more training courses were highlighted as significant needs to address this, and equip professionals with the skills needed for this to be achieved.

The final broad message throughout the report was for CILIP to be more visible and to communicate more clearly with its membership and stakeholders on key issues, and to outline how it intended to confront these. Stakeholders emphasised that CILIP must recognise the level of fragmentation that exists across the different parts of the profession, and potential challenge in addressing the needs and aspirations of all

those working within it. According to the report, based on the views of the stakeholders, “this fragmentation extends as far as language, where there is no universal agreement on terms of reference”. There are calls through the open initiative that CILIP must adopt a more proactive role in unifying the different sectors in the domain through its ethical framework. However, it is also recognised that CILIP cannot be “all things to all people, and that some clearer segmentation in its offer is needed”. The successful management of such divides in the organisation, it is noted, would begin to help “engender the culture of community that is not currently evident within the CILIP membership”.

The CILIP management concluded from *Defining our Professional Future*, that addressing the key points interpreted through the open initiative would “strengthen the understanding of what CILIP is and what it stands for, and create a stronger, more modern and customer focussed brand”.

Openness in operational activities

CILIP frequently discusses and consults with its stakeholders and membership on key issues. Some examples in the last decade include consultations on governance structures, a vote on the potential name change for the organisation, and a vote for obligatory revalidation to become fixed as part of the CPD offer at CILIP. These votes are often now held using web-based technologies, such as online polls. The CILIP AGM, typically held in September each year, is also an arena for CILIPs key stakeholders and any members who wish to attend to have votes on important matters, and to raise any issues for discussion with the community.

Appendix G: Detailed question-by-question analysis of the UKlibchat discussion

The specific questions which formed the basis for the Twitter discussion brought about different viewpoints and outcomes in relation to the competing demands of CILIP stakeholders, with many disparate views from different groups about CILIPs action and direction in relation to their next strategy, emphasised by a contributor at the end of the discussion:

“Tonight’s #uklibchat reminds me of the fight sequence in Anchorman”

The main demands raised revolved broadly around issues connected with the value of CILIP, CPD, advocacy, CILIP’s past and future actions, and the nature of the library and information profession. The analysis here also demonstrates the two-way, collaborative nature of the Twitter discussion event, by showing examples of conversation between contributors, and with the CILIP CEO.

Question 1 asked; *“What do you see as the role of a professional body in the 21st century?”*, and the conversation between UKlibchat contributors and the CILIP CEO primarily revolved around broad directions for the field and what the main priorities were in relation to what CILIP should be as a professional body. Specific demands here were that CILIP should be advocating more for the profession and all its relevant sectors, focus more on research and CPD and to be more aware of emerging opportunities and trends in the library and information profession.

The need for CILIP to focus more on advocacy was the main theme here, including for the profession and its importance to society:

*“@uklibchat Q1-advocate for the continued importance of profession.
Represent prof interests in wider political spectrum #uklibchat”*

“Q1 – Advocacy. Look inwards to members/profession yes, but out to media/public/politicians/celebs too – all external help! #uklibchat”

A number of contributors highlighted the need to advocate for libraries and librarian skills more specifically:

“1. To promote the profession, support librarians & share best practice #uklibchat”

Advocacy for uniting the profession across all sectors, and to ‘set standards’ for the profession was a further core demand here from contributors:

“#uklibchat #q1 establish professional standards and knowledge, represent the views of members, support cross-sectoral developments”

“#uklibchat Q1 Set standards for prof support continuing professional development, advocate for profession. It’s about showcasing prof values”

In one particular stream of discussion, The CILIP CEO also responded to this by expressing that the role of standards is something he agrees is important to focus upon going forwards:

“#uklibchat Q1 role of prof body to unite, represent & advocate for info workers in also sectors. Important to set & maintain standards”

“I like that list @CorBlastMe – the role of standards seems to have been lost in recent years. Agree it is fundamental #uklibchat”

“#uklibchat Q1 I also feel prof body shld be our arsenal, a go-to set of resources to campaign against lib closures & advocate for users”

“This is key @CorBlastMe – what is the role of a prof body in terms of solidarity & ammunition to advocate for #libraries Q1 #uklibchat”

“@CILIPCEO yes, definite scope to coordinate the many protest groups and reach out to communities who feel isolated #uklibchat q1”

The CILIP CEO also stated here to contributors that advocacy had formed a large consideration in peoples’ feedback to the consultation to date:

“Thanks @b3lla @CorBlastMe – effective national advocacy has come out as the #1 priority in #CILIP 2020 consultation so far #uklibchat”

In addition to advocacy for the profession, others called for CILIP to place more emphasis on supporting CPD of members and on supporting research:

“Q1 #uklibchat Support the professional development of members, advocate for the profession and research future developments”

In a similar vein, one contributor suggested that a modern professional association needed to be able to think forwards in terms of future trends for the profession:

“#uklibchat Q1 A C21 prof assn must horizon scan to spot future prof trends then in turn inform and teach those necessary skills”

“True @LibrarySherpa – do you have a sense of what types of skills #library/info professionals are likely to need in future? #uklibchat”

“@CILIPCEO #uklibchat Def tech skills, but more hardcore like coding & cybersecurity, IMO. Project/process mgmt.. Finance skills. Q1”

This encouraged other members to put forward their views on the issue, and again this linked back to the professional body supporting CPD and research:

“@CILIPCEO more technical ones – info curation using a number of digital tools for fast & accurate results #uklibchat”

“The professional body should also enable opportunities for continuing professional development & research #uklibchat”

“@copyrightgirl we had a discussion earlier – whether @CILIPinfo shld deliver research or work with partners to facilitate/fund #uklibchat”

Further suggestions focused on CILIP being more central to the library and information community as a whole, again including the need to advocate for all sectors:

“Q1 Professional assoc. should be centre of professional community, provide set of competencies professionals should have ½ #uklibchat”

“and facilitate development of members to attain and maintain those competencies, advocate for all sectors of the profession 2/2 #uklibchat”

“I’m an advocate for @CILIPinfo as a ‘community’ @library_lizzie but some have responded tht this isn’t the relationship they want #uklibchat”

“@CILIPCEO I think it’s more that I feel that CILIP should a core part of a professional community that already exists #uklibchat”

This conversation also led for calls for CILIP to continuing communicating openly, and also to be more visible:

“@library_lizzie I agree. Do you have ideas on how to close the gap/be more a participant in our own community? #uklibchat”

“@CILIPCEO well, for a start participating in things like #uklibchat, as you’re doing right now!”

“I’m a massive fan of #uklibchat @library_lizzie,- I can’t think of a better way to tap into the hive mind

“@CILIPCEO but also visibility at events (and not just CILIP ones) #uklibchat”

Towards the end of the discussion around question 1, UKlibchat summarised what had been discussed so far:

“Q1 #uklibchat We have:: set standards, deliver (the right) goods, spot future trends, research, advocate 4 memrs, give opps for prof dev”

Question 2 asked *“Which associations are you a member of and why?”* and although many Tweets here were contributors listing their other professional affiliations, it also generated more substantiated discussion regarding strategic issues, namely: the value CILIP adds to the library and information community, the cost and affordability of CILIP membership, and the partnership between CILIP and similar professional associations and interest groups.

Examples of members who noted CILIP as their sole professional association, emphasised a number of core reasons why they are a member, such as networking and CPD:

“Q2 #uklibchat CILIP to keep up-to-date with developments in the profession, networking and for my personal CPD”

“Q2 CILIP because 1. feel I ought to be 2. Am chartering and finding it really useful framework for my CPD 3. the ejournal access!”

“#uklibchat I’m just a member of CILIP and nominally a member of 2 CILIP special interest groups q2 I guess I feel it’s part of being a prof”

One example of CILIPs value was suggested as being being able to achieve chartership:

“2. CLIG & BIALL for law specialism, SLA for events & CILIP to keep my chartership! #uklibchat”

“Any other reasons to stay in CILIP aside from staying chartered? #uklibchat Q2 @tinamreynolds”

One example was a conversation between members and the CEO about partnership with the UK School Library Association (UKSLA); One member stated they were a member of the UKSLA:

“In response to Q2, I’m a member of the School Library Association & it’s great, very active/proactive with regional meetings #uklibchat”

Which was responded to positively by the CILIP CEO:

“Good to see the love for @UKSLA already on #uklibchat via @emmasuffield Q2”

Whilst other members expressed being unable to afford paying for multiple professional memberships, and that more partnerships was needed between CILIP and similar associations and groups:

“@emmasuffield @copyrightgirl can’t afford to belong to both CILIP & @uksla wish there would be a partnership!”

“@emmasuffield @corblastme yes so do I – contemplating whether I can afford to join @CILIPinfo this year with slashed budget #uklibchat”

This led to discussion about CILIP needing to do more to ensure the importance of the library and information profession was known by society more broadly:

“What we need, certainly in schools, is the knowledge that our professional body is seen as something that’s valued by others #uklibchat”

The CILIP CEO responded to agree that these issues resonated with broader issues raised through the STF consultation:

“Status, confidence and credibility have come up consistently in #CILIP2020 @copyrightgirl – suspect we need to focus on steps #uklibchat”

“Ok – that will probably take the form of a strategy which won’t happen overnight but scope for discussion :-)”

The discussion around different organisations and associations led further onto the discussion of CILIPs value in relation to other associations available for library and information professionals to join:

“There’s a complex mix of professional/representative bodies @sconul @ukscl @asceluk- how does @cilipinfo add value? #uklibchat”

The CILIP CEO responded to express that although these are potential partners for CILIP, their focus is different:

“@JamesAE @sconul @ukscl @asceluk @cilipinfo have different foci. We can partner on common areas & mutual support distinct ones #uklibchat”

One contributor suggest that CILIP and being a chartered library and information professional is no longer valued by employers:

“#uklibchat Q2 Cilip doesn’t appear to be valued by my organisation – they won’t pay fees. Chartership irrelevant. Fees are paid for QCI”

However, another responded by suggesting that in their organisation chartership is an essential requirement for employment:

“@Kosjanka we will only recruit people to professional level posts if they are chartered or willing to become so within 18 months #uklibchat”

The CILIP CEO also asked a further question within the context of question 2, which ignited further discussion around the value of networking as part of a professional

association. UKlibchat moderators attempted to separate this from question 2 by Tweeting that it will be question 2b:

"Can I ask as an aside to Q2 #uklibchat how important is social/informal networking? Most successful groups I see have strong social capital"

"I shall name this Q2b. how important is social informal networking? #uklibchat"

Contributors responded positively to the notion that social/informal networking is an important aspect of professional associations and groups, for example:

"@CILIPCEO It's been essential in my experience. Very good things have grown out of e.g. following people on Twitter"

"@CILIPCEO massively important -email lists invaluable as well as face to face event -our professions are quite lonely at times"

"@libraryjamie @library_lizzie @copyrightgirl we often hear this about isolation & value of networks in keeping connected #uklibchat q2b"

"@uklibchat @ CILIPCEO Networking is VITAL however it's done. #uklibchat"

"we recently conducted a survey on the use of social media networks for LIS profs & results show it is very important #uklibchat Q2b"

Question 3 was specific in asking *"What should the professional association do to shape and develop the future workforce?"* with the conversation regarding the cost of CILIP membership and CPD becoming more central strategic themes in the dialogue here.

One contributor started a stream of discussion about fees being preventative for new professionals affecting their prospects, particularly in relation to CPD:

"uklibchat q3 invest in those of us at the beginning of our career. Your fees are preventative, advancement prospects are bleak for us"

The CILIP CEO expressed that the issue is something CILIP are aware of, and whilst other members agreed fees were a major issues, the CEO emphasised it is something on CILIPs agenda for change:

“Thanks @libraryjamie – we’re sensitive to that reality & it has really been brought home by the workforce mapping project #uklibchat Q3”

“@libraryjamie completely agree with this. We should not have to pay the same as our managers! #uklibchat q3”

“@libraryjamie Agree – fees seem very high for those earning under £17k #uklibchat”

“@emmasuffield @copyrightgirl @CorBlastMe Member subs review was announced at the last AGM. Affordability & value key criteria #uklibchat”

A specific focus in regard to CPD regarded specific library and information courses in the UK, and how an increasing shortage of courses are having an impact on the development of new professionals:

“Q3 Make sure there are UNDERgraduate/equivalent courses. Future professionals need the broad perspective #UKLibchat”

“#uklibchat undergrad #LIS degrees have slowly been dying out, do they still exist in the UK? Q3”

“Q3 I don’t think so. Puts tough burden on CILIP to ensure programmes, not just courses, for broad view”

“@uklibchat Loughborough’s library school was split up and distributed amongst other depts./ Lower demand for new librarians? #uklibchat”

A further theme in relation to CPD was training, with many saying that training events have been scaled back and are too London-centric:

“I used to work in the Midlands and always found it difficult to interest with @CILIPinfo because most events based in London #uklibchat”

“@uklibchat @CILIPCEO Worth bearing in mind it can be hard for people with caring responsibilities to get out in the evenings. #uklibchat”

“Q3: Offer relevant training for different sectors that are AFFORDABLE for individuals who can’t get sponsorship from employers #uklibchat”

"This is really important – our training budget is minimal, I can't do most things @mobeenakhan #uklibchat Q3"

The CILIP CEO again highlighted that these issues were well known to CILIP:

"London-centricity & the difficulty of engaging/networking in work hours is very much part of our planning about member support #uklibchat Q3"

The final main discussion for question 3 revolved around CILIP needing to do more to promote the skills of those within the profession, especially libraries and librarians:

"Q3 work to combat poor stereotypes, esp. in this profession. Push the reality of our work, especially to students #uklibchat"

"Q3 – excite them. Emphasise importance & relevance of traditional skills in 21st C. Divining trust never been more important #uklibchat"

The CILIP CEO was in agreement with this:

"Words of wisdom from @davidpotts #uklibchat – working in #libraries is a massively positive & rewarding career. Need to emphasise this"

Whilst another member emphasised the importance of promoting skills in the light of the amateurisation of library jobs, and libraries use of volunteers instead of professionals:

"#uklibchat Q3 promote the employability of MLISers vs volunteers, we need jobs!"

Question 4 *"How should we develop an offer that is relevant and useful to new professionals?"* Again, recurring themes from earlier questions were dominant here, including advocacy for the profession and professional skills, the cost of membership, and unsurprisingly given the nature of the question, further suggestions that CILIP should be providing more for CPD and development of new professionals, particularly training.

For example one contributor called for training to be more inclusive as part of the membership offer, and to be provided by professionals:

“@uklibchat Q4 support inclusive provision of training opportunities. Be run by professionals #uklibchat”

Another made a clear point regarding the current cost of membership, as was emphasised in the response by the CILIP CEO, who suggested there were complexities in changing the membership model which presented potential challenges:

“@uklibchat Make it cheaper to join #uklibchat”

“Nice direct request there! @brynolf #uklibchat Q4 Defining a more affordable model is 1 thing, the real complexity is transitioning to it”

Some contributors had issue with the term ‘new professional’, and also suggested the best way forward for CILIP was to continue to engage with new professionals, and determine what they want to see from CILIP:

“@uklibchat Find out what they want from you. Engage with them. Define the term “new professional” too #uklibchat”

“@uklibchat ask what new professionals want then react accordingly! Cost of membership is a massive issues #uklibchat”

Additionally, suggestion again arose that CILIP could learn from other organisations, this time the suggestion being the American Library Association:

“@LibrarySherpa am thinking @CILIPinfo could learn a lot from American Library Association? #uklibchat”

“@copyrightgirl @LibrarySherpa We do regularly look at American Library Association & other prof bodies for inspiration #uklibchat Q4”

CILIP to work with communities within CILIP, e.g. SIGs, fragmented nature of the profession, and to aid CPD:

“uklibchat q4 combine working with likeminded special interest groups and lower fees, everything is fragmented, weakens whole profession”

“Q4 getting new professionals involved in task and finish groups would help professional knowledge and skills development #uklibchat”

Relating again to skills of the profession, there was also suggestion for CILIP to advocate for professionals, particularly in direct relation to employability and job security, for example:

“#uklibchat Q4 I guess as a new prof. I would want to know that, among others, the org. was working to ensure job security, wages etc.”

“@004dot678 this gets tricky as it strays into trade union territory which is heavily regulated (and about to get heavier) #uklibchat”

@004dot678 how about pay review / salary expectations / performance targets for each sector over the first 5 years of the role? #uklibchat”

Additionally, there were calls for advocacy in the form of more direct campaigning from CILIP:

“#uklibchat q4 better advocacy for libraries so we know we have a future in the profession”

“@libraryjamie When u say ‘better advocacy’, can I clarify? Is this media coverage, political engagement, more frequent comms? #uklibchat Q4”

“@CILIPCEO political engagement, supporting campaigns, quicker and stronger responses”

“Yes to all of those things and more. A clear outward message that CILIP supports libs/lib staff @ CILIPCEO @libraryjamie #uklibchat”

One member of the community did, however, highlight that they thought CILIP was doing more in this regard recently, and that this was a positive development:

“@CILIPCEO @libraryjamie Cilip does seem to have become more visible in press + better at highlighting their interventions #uklibchat”

A final major theme here again included members expressing dissatisfaction with CPD opportunities outside of London, again emphasising the notion that CILIP is too London-centric:

"#uklibchat Q4 more events OUTSIDE of London, it is really difficult to get to if you live outside of the capital"

Additionally, there were suggestions that mid-career professionals also need more support from CILIP:

Yes, once you're out of the shiny 'new' stage, a lot of opportunities dry uk #uklibchat q4"

"@uklibchat Yes, agree. Need more opportunities for mid-career to make the next step up. #uklibchat"

Question 5 *"Should CILIP develop an offer that is more open and inclusive, including to non-professionals. What should this look like?"*. Dominant suggestions here were for CILIP to be more inclusive of non-professionals as part of its membership offer, igniting further discussion around the nature of the profession, particularly the professional vs non-professional and volunteer debate.

In direct response to the question, many expressed here that CILIP should be inclusive of non-professionals. For example:

"yes I believe non-professionals have a role! #uklibchat q5"

Additionally, a number of contributors called for CILIP to be more inclusive of those who would be traditionally categorised as 'non-professionals', such as library assistants:

"@uklibchat Q5 yes but should be dictated by those working in non prof front line roles, not people like me #uklibchat"

"@uklibchat Be more inclusive of library assistants! #uklibchat"

"Q5 Yes – all my team act professional – some have a LIS qualification but in roles @CILIPinfo define as 'non-professional' #uklibchat"

Others believed that it was important to have a good mix of professionals and ‘non-professionals’ to ensure CILIP was representative, a number of contributors suggested that the term ‘para-professional’ was more suitable for those professionals who are employed in traditionally non-professional roles:

“I think the term I’ve seen used in HK is para-professional rather than non-professional for Library assistants #uklibchat Q5”

“tinamreynolds @uklibchat I also used paraprofessional when I was a professional doing a non-professional role #uklibchat”

“#uklibchat q5 we need a good mix of professionals and assistants at all stages of careers & across all sectors to be a representative org.”

“@CorBlastMe @brynof absolutely, otherwise it becomes like a closed shop..#uklibchat”

The CILIP CEO suggested a potential issue was then integrating non-professionals into CILIP existing structure, whilst ensuring this doesn’t undermine those who are members of CILIP as professionals, such as those who have gained chartered status:

“Can we serve those prof non-profs in a way that doesn’t undermine people that have committed to prof. registration? @JamesAE #uklibchat Q5”

This also led to further debate about the affordability of CILIP:

“#uklibchat q5 it would be great to include paraprofessionals in CILIP but we have to be realistic – would they join? Is cost a barrier?”

“@poetryghost I joined as a paraprofessional. Fees should be lower though”

Building on this stream of dialogue, one member suggested that a bigger issue for CILIP are professionals who have not renewed their memberships, and decided to set up other groups which are more forward thinking, and more relevant to the profession:

“#uklibchat Q5 bigger prob is loss of professionals who have disengaged & set up local groups because CILIP wasn’t relevant enough”

"#uklibchat Q5 @CorBlastMe I see your local groups & raise you national groups like @radicalLibs. ;-)"

The CILIP CEO then probed further to ask if this was a common occurrence, and wanted help from members in understanding how CILIP's offer can realign to the interests of these parts of the CILIP community:

"Interesting @CorBlastMe – is that widespread? Should we/could we reconnect with those people? #uklibchat Q5"

"@CILIPCEO @CorBlastMe Fairly, I think. I know a lot of law librarians who no longer belong to CILIP but just BIALL #uklibchat"

"@CILIPCEO I think can & should reconnect. Need a vibrant CILIP which embraces and enables people through social media and the like"

"I like 'a vibrant CILIP' @CorBlastMe I think it is already, of course, but I want to do more #uklibchat Q5"

"Q5 #uklibchat I agree CILIP has improved, need to win back those who still perceive old image"

Question 6 focused on the value of CILIP more specifically, asking; *"Are you a CILIP member? If so, what do you value most? If not, why not?"*. Aside from those contributors who simply suggested they were or were not a member of CILIP, there were numerous reasons suggested here for those who had joined.

In line with the question, many contributors focused on the value of CILIP and membership, suggesting that it was a valuable addition to the CV when searching and applying for jobs, for training, networking, CPD and for other member benefits such as resource access and the CILIP magazine:

"uklibchat Q6 Yes, being able to put it on CV/Linkedin. It shows my commitment to future employers, also discount on Facet Publishing"

"Q6 I'm a CILIP member and really value ejournal access, CPD framework provided by chartership and SIGs #uklibchat"

"I value chartership mentors and being part of a member network enabling me to play a role in our profession #uklibchat q6"

"@uklibchat #uklibchat I'm a CILIP member and I appreciate @LISJOBNET, update magazine, YLG magazine, networking q6"

Non-members didn't see the value, and that there were more obvious resources that are freely available elsewhere, or more informal networks which were equally of benefit to those who wanted to network with the library and information profession:

"@uklibchat Personally, not being in a prof assoc doesn't make me feel I'm "missing out". I don't see the benefits, frankly"

"is there another community that meets your needs? Help you with your career? #uklibchat @GreenJimll"

"@uklibchat Yes, its called "The Internet" :-) Seriously, there's lots of info & social networks out there. Such this #uklibchat All free"

"#uklibchat – Informal networks of people working in libraries or an information focused role have been of more value to me in recent years"

Others stressed the importance of cross-sector collaboratioin, and felt it was something CILIP should be trying to facilitate more for its members:

"Body should help professionals move across sectors – opportunities for voluntary work/internships not just for grad trainees? #uklibchat"

"@copyrightgirl great suggestion Emily. CILIP should be stressing importance of moving between sectors"

The CILIP CEO was in agreement with this suggestion:

"I'm glad you mentioned that @copyrightgirl – it has to be role of a prof. body to promote tranferable skills & career progress #uklibchat"

Cost again became a factor in this question:

“Not currently a member of @CILIPinfo – budget less than last year & have to decide whether its as useful to me as @uksla #uklibchat”

“Q6 I’m a member and the thing I value most is free membership for students. Not sure I could afford it otherwise...#uklibchat”

“#uklibchat q6 I’m a cilip member cos it’s half price as a new professional but I won’t renew to pay full price”

*“@libraryjamie It is *so* expensive, isn’t it? Especially comparatively! #uklibchat”*

“@libraryjamie @LibrarySherpa @heliotropia Ideally the professional organisation would be affordable... #uklibchat”

When the CILIP CEO queried further to suggestions members wouldn’t renew, people suggested the value was also lacking, linking this again to perceived London-centricity of CILIP by some members:

“Good to know! @libraryjamie (and others) – is it price or value or both? #uklibchat Q6”

“@CILIPCEO both”

“@CILIPCEO @libraryjamie value for me – especially when everything happens in London #uklibchat Q6”

Question 7 asked *“What should CILIP do to promote the interests of library, information and knowledge professionals?”*

One suggestion here was that CILIP did more to push for educating about the importance and skills of the profession:

“#uklibchat Q7 start early! Primary schools to show what the library staff and librarians can do, to promote awareness of services 1/2”

“#uklibchat Q7 being part of book fairs in schools, show pupils they do not need to have money to enjoy reading, music, internet & more 2/2”

A further suggestion regarding the nature of the profession, was that CILIP needs to do more to protect and ensure society understand their role and skills:

“@uklibchat Really work much harder at challenging stereotypes of what librarians do. #uklibchat”

This initial part of the conversation, and its focus on libraries and librarians, made others question whether CILIP does enough for information professionals more specifically:

“#uklibchat Q7 does CILIP promote the interests of Info Profs though? It’s very library-centric sometimes”

Advocacy, particularly in relation to library closures was the next demand here from some contributors:

“@uklibchat possibly have a stronger word with local councils to stop closures! #uklibchat q7”

“A MUCH stronger word @katykinguk @uklibchat #uklibchat Q7”

The CILIP CEO responded to these calls for advocacy to suggest that this was CILIPs main priority looking forward:

“I wish I had more than 140 chars for that one @katykinguk! It is the defining challenge & needs attacking at national level #uklibchat”

The issue of London-centricity then re-emerged, but with specific emphasis on CILIP needing to do more to support regional networks and give members more core responsibilities, helping to break down silos in the community:

“Lots of people saying CILIP is too London-centric. Give regional groups more cash and they could achieve more. Just a thought”

“You’re not the first person to suggest that @annatheis88 – came up at today’s @CILIPinfo Member Network event #uklibchat”

The final main stream of discussion, was that contributors again suggested that CILIP should be doing more to partner with organisations in the profession, particularly as a means of working towards more advocacy of the sector and its people:

“@uklibchat work with @ukscl and @SCONUL and others to advocate the value of the sector and skilled people #uklibchat”

“Agreed”

Additionally, there was a debate again about the value of CILIP to those who fall outside the boundary of being classified as a professional by CILIP:

“@CILIPCEO #uklibchat even one aspiring to the professional grades. CILIP is not designed for nor does it face non-professionals lib wkrs”

“Thanks for that @BlueGlassBoy – do you find @CILIPinfo useful in your search for prof. roles? #uklibchat Q7 (I think!)”

“@CILIPCEO #uklibchat All the CILIP events, training, etc. all appear geared towards those already in prof posts – ‘new professionals.’”

“This is key @BlueGlassBoy do you set barrier high (& thereby protect ‘professionalism’) or make it inclusive but risk erosion #uklibchat Q7”

“@CILIPCEO #uklibchat You say set the barrier high – and I hear the raising of drawbridges by those already safely inside the keep”

“Quite @BlueGlassBoy, and that’s not my intention. We need to be inclusive without undermining value of prof. skills & ethics #uklibchat”

Question 8 took a more political slant, and was chosen by the CILIP community, asking; *“Is it possible for a professional association to remain entirely neutral while still being relevant?”*. The streams of discussion revolved around what contributors thought CILIP should be doing in relation to advocacy, and the conversation was almost entirely focused on advocacy for libraries and library closures and CILIPs lack of action in recent times. Overall contributors were damning of the suggestion that CILIP should be politically neutral:

“@uklibchat I don’t think OUR professional bodies can, no. We’re at the mercy of local and central government too much #uklibchat”

“@uklibchat Q8 #uklibchat, as in politically neutral? If a govt is destroying the public library service why would it stay neutral?”

“#uklibchat Q8 Absolutely not possible; nor should it be neutral, nor do I want it to be neutral”

“8. No. And they shouldn’t. Should come out fighting. So many jobs lost in so many sectors. #uklibchat”

Some parts of the community also highlighted that CILIP focuses too much on library issues already, again emphasising the view from some parts of the community around CILIP being too library-centric:

“@CILIPCEO @uklibchat Have to be biased in favour of info and knowledge as well – not just high vis library issues”

“I’d like to see CILIP advocacy on behalf of other sectors. Go out to professional services etc not just always public & schools #uklibchat”

However, others who weren’t public librarians agreed that CILIPs main priority had to be public libraries:

“#uklibchat Q8 Agree about CILIP representing all members but IMO the threat to public libraries is the biggest fight right now 1/2”

“#uklibchat Q8 I don’t work in a public library, btw 2/2”

“I’d agree with you @brynolf & I am hoping that our members in other sectors will bear with us while we step up #uklibchat”

The CILIP CEO also emphasised this divide in the profession, and issues with the dispersed, lack of unity amongst parts of the CILIP community:

“Catch-22 @tinamreynolds IM people think we’re all about public/schools, public/schools think we’re distracted. We need solidarity #uklibchat”

“@CILIPCEO not everyone outside public/schools is an an info management (if that’s what you mean by IM) role #uklibchat”

“Absolutely not @library_lizzie – we’ve got a list of 14-16 sectors in which @CILIPinfo has members – v diverse community #uklibchat Q8”

Building on the resulting conversations which focused primarily on library closures across the professions sectors, the CILIP CEO asked the community what they thought CILIP could do to better support staff in the light of library closures:

“I care deeply when anyone closes any #library @tinamreynolds @wiley9000 #uklibchat. How do we better support the staff to fight it?”

Contributors suggested CILIP needed more explicit points of contact, and needed to be more visible in their efforts to help the community in this regard:

“@CILIPCEO start with a webpage saying ‘contact us if you are facing closure and we’ll help’, have set of resources to use #uklibchat”

*“#uklibchat Yes! This! *Waves and points* Also, write to branches to offer help, details are often in local press”*

“@CILIPCEO @tinamreynolds @HerringSarah @Hat_Kowes @girlsetsfire87 perhaps having a point of contact / potential rep from CILIP #uklibchat”

The CILIP CEO also expressed that CILIP had to be careful not to be seen siding with certain political parties, due to its charitable status:

“We hv 2b non-partisan. Obviously we’re biased in favour of #libraries but we should agitate for favourable policy @uklibchat #uklibchat q8”

“T be specific @CorBlastMe our Royal Charter & chartiable status mean we hv to be non-partisan, but that’s not same as ‘neutral’ #uklibchat”

The final three questions focused more explicitly on CILIP and how it might develop it’s future offer in terms of CPD. For example question 9 asked; “Should CILIP consider commissioning and/or accrediting MOOCs for continuing professional development?”, question 10 asked; “Should CILIP seek to set up its own professional qualification for

librarians that covers the BIPK (PKSB) comprising MOOCs?”, and question 11 asked; “As library schools begin to close, should CILIP consider reintroducing professional exams as an alternative qualification route?”

Regarding questions 9 and 10, the reaction to MOOCs was overwhelmingly positive, as was emphasised in Tweets by UKlibchat and the CILIP CEO:

“@uklibchat q9 MOOCS are definitely the way forward, particularly for librarians without a training budget..#uklibchat”

“#uklibchat Q9 Good idea.. Worth evaluating”

“@uklibchat ABSOLUTELY #uklibchat”

“Q9 #uklibchat, anyone saying nay to MOOCs?”

“On #uklibchat Q9 apprently we’re well up for accrediting MOOCs but we haven’t yet found our first candidate”

However, some contributors were more cautious, and expressed that MOOCs will be useful but need to be approached and utilised by CILIP in the correct way so they don’t replace conventional training courses and methods. Thus, much of this discussion focused again on CPD:

“@uklibchat yes but as #HE does – a taster for paid for training not a replacement – otherwise cannibalise market #uklibchat”

“#uklibchat Q9 yes, but only to a certain point, maybe create a credit system like FE & HE?”

The feedback to introducing professional exams was mixed, with some very explicit no’s the some who thought it could be worth considering if approached correctly, such as working with higher education institutions to help develop exams and ensure the qualifications would be respected for example:

“#uklibchat Q11 NO! It needs to be the equal amount of work for everyone to get the MSc”

“Q11 – only when the last distance course is gone – the skills I need from my team have moved on a long way from those days”

“Q11 we need the same skills as other graduate employers and only doing exams doesn’t demonstrate them #uklibchat”

“@CILIPCEO @biondairlandese #uklibchat Q11 I would advocate working with those with the expertise already to develop qualifications we want”

“#uklibchat Q9 Prestige of qualifications vs equality of access – the eternal balancing act”

The final question, question 12, focused on CILIPs current SIG structure, asking: *“Should CILIP review its groups further? There is still some duplication & there is less funding to attend external events”*. The reactions to this were mixed, with some saying it should, and others content with the current structure. More significantly, the streams of discussion here revolved again around silos in CILIP, London- centricity, and CILIP needing to do more to support its groups and utilise the skills of CILIP members.

Again, London-centricity arose as an issue here:

“Q12 if less groups would help them be more active in places other than London that could be good #uklibchat”

Groups more support from CILIP, siloed effect of CILIP and its groups:

“@uklibchat It absolutely should. Groups need to be clearly defined and they should get much more help when setting up with comms #uklibchat”

“#uklibchat q12 lots of excellent work already done in groups outside CILIP, need to reach out to them and work with them, not duplicate”

Others thought the groups were fine as they were, and didn’t need interference from CILIP:

“Q12 I thought groups had been reviewed thoroughly recently? For me one of SIGs one of best bits about CILIP – please don’t meddle #uklibchat”

The CILIP CEO opined that the current network was fine, but one potential development would be creation of a new group focusing on knowledge and information management:

“I think we’ve a solid network. There’s a proposal in the offing to develop point-of-entry for KIM but mainly support existing #uklibchat Q12”

The event was wrapped up by Uklibchat:

“#uklibchat Time is almost up, thank you all for participating and @CILIPCEO for joining in the chat”

The CILIP CEO expressed thanks to those who contributed to the discussion, and to UKlibchat for hosting the events, stating that he wanted the engagement levels from the discussion to continue, whether on Twitter or through other available STF methods;

“Have to say a huge thank you to everyone that participated in #uklibchat tonight & to @uklibchat for most excellent hosting”

“PS I don’t want the conversation to end here – more comments wanted and welcome at cilip.org.uk/strategy2020 between now & 16th Dec! #uklibchat”

A multitude of comments were apparent at the end of the chat:

“Thanks everyone for a great, if slightly overwhelming, #uklibchat especially @CILIPCEO, as I said before this is what CILIP should be doing”

“Thanks to #uklibchat for hosting another brilliant chat! Such a great way to engage with others in the profession :)”

“Interesting #uklibchat tonight. As a #libraryschool, we listened. Glad to see members of the #citylis community participate too”

“So, #uklibchat contributors, do we feel confident that CILIP is an effective C21st Professional Association”

Appendix H: Detailed summary of organisational and professional demands, supported with further examples from interviews

Organisational Demands

Action and leadership:

“Yeah, they should be right in the middle of that, I’m hearing the BBC telling me all sorts of thing, and where’s my professional voice, where’s CILIP going ‘yes, we’re with you lets’ you know, they should have been there. It’s interesting” (Interviewee T)

“It was mainly just that just in general, not talking too much to ourselves but talking more to people outside the organisation. I think, I’ve not been a member of CILIP for that long, about five years, and in that time it’s kind of gone through the whole rebranding exercise which seemed to be to me a waste of time really. We kind of keep doing things like what do we mean and what do we want? That kind of thing, and you know we’re just talking to ourselves, not getting out there and talking to government ministers and actual policy makers, so. I think that’s something that’s coming across in the key actions from the Shape the Future, so, that’s a step in the right direction” (Interviewee D)

“Yes, exactly. I think even when they do try and do a bit of outreach if you like, into the regions, I don’t know that they necessarily do it in the right way. I think it’s more, you can just do it once a year, to one region, and assume that it’s enough to keep people feeling as though they actually care about what happens in any of the regions. There needs to be much more of a connection there, and there isn’t at the moment” (Interviewee E)

“Yes, absolutely. Maybe part of it, and this is partly what the CILIP team are trying to do, is on the actions and the follow-up, finding a way of communicating all of those things better to the membership. Because, there is a lot that has been achieved over the last few years, and that CILIP have done over the last few years. None the less, some people seem to have a sense that CILIP is doing nothing, or things haven’t progressed” (Interviewee P)

Communication and openness:

“I think you need to listen to everybody, you can’t just focus on what you want to hear, and I think CILIP is very good, or has been very good at sheltering the voices they listen to, so I think that if they can be much more open minded and receptive to the people who do have legitimate complaints at time, but maybe are just a bit worries about how they express them.

So, I think that's something they need to consider, is who they listen to and how they listen to them. They do need to be quite open about the voices they're listening to, definitely" (Interviewee E)

"Yes, if they want to survive I do think they need to be open. But also, if they've got such a low response rate for Shape the Future, then they have to be quite careful with how they respond because 95% or so of people in CILIP haven't responded. If you're part of the 5% you want your view to be followed through, but on the other hand, that's a tiny fraction of the membership" (Interviewee U)

"Engage with them, listen to them, get in touch with the front line and actually understand what's actually happening out here in terms of the real world of delivering library services to customers. Then, develop and support programs of learning which enable services to make the transition that needs to be made" (Interviewee K)

Headquarters and London-centricity:

"I think it is, particularly with CILIPs, at least my perceived history of CILIP being very dictatorial and they only get involved in what they want to get involved in and that's it, it's quite removed from, particularly here in the North there's often a sense of separation because CILIP hold all of their events in the South and the headquarters, which is understandable because it's their building, however they charge a fortune, and when Sam who is the chair of the committee suggested that they change the start times, so that people could actually catch a non-rush hour train and save themselves hundreds of pounds, the reaction was just no because it's finishing at five o'clock or something like that. It's like, it's fine for people who are attending down here" (Interviewee E)

"I think it's partly just the nature of what you can do, and where you can be if you are based in London. If you're based in London and there's an event on at CILIP headquarters, then it's maybe a half hour tube journey or something like that to get there. Even within the branches, within the East Midlands for example, something might come up that's in Northampton that's actually quite difficult to make the time to travel that sort of distance for an event. So I think it's partly just the nature of London, so many libraries in a relatively small geographical area. I do think that I possibly have a different perspective on CILIP as an organisation that really I should join, for my professional benefit, because I had that experience of physically being in the building and seeing the people who work there. That encourages you to see the value of joining CILIP. I'm not sure whether I would have made the same choice if I'd been somewhere else" (Interviewee N)

“In some ways yes, I was many years ago I was working at Strathclyde University and was on the committee of the library association then training group and complained about having then to fly down to London or get an overnight train down to London. So they said okay we’ll hold it somewhere different, we’ll hold it in Nottingham, which is more or less half way between. It took me longer to get to Nottingham from Glasgow than to get from Glasgow to London. So, in some ways, it is easiest for people to get to London. I mean, I have my doubts about the economics of it as well. Well they say we own Ridgemound Street so we have to stay there, but you don’t have to stay there. The amount of money you could get through renting out that building in that location in the middle of Bloomsbury, is huge. A lot more than anything you would pay if you moved to say, Loughborough” (Interviewee M)

“I think it is yeah, because last week now that I’m on a committee I was helping out at an RDA in a day training event as a committee member, and I was like, I saw what time I should get there, and it was like nine o clock and I was thinking ‘I’m coming from Sheffield’, and a lot of the committee members do live in London, so they don’t really get that you have to come all the way down the country to come to London. It’s a bit of an obstacle I think, you know, like doing all this work in our own time, we get no money, and then you’re in London in your fancy CILIP office, I think it’s a bit like that really” (Interviewee R)

“I think it’s a mixture of the staffing of CILIP, of its relationship to its members, which is again rather weak. For example, members are not encouraged to go to visit the premises, they’ve cut away almost entirely the services for members, there’s nothing for members to do at the headquarters building. They haven’t even got a library, which you would expect a librarian’s professional body to have. Indeed, you’d expect them to have a demonstration library that people could come from all over the world to see. So, there’s quite a lot, I think the gap between CILIP and its membership is big, and a lot of members don’t see the point in, they don’t see anything that they get out of paying a subscription” (Interviewee H)

Library-centricity:

“I do, yeah, but I think that’s because of the members as much as the organisation. You know, I think every time there’s something trying to appeal broader, mainly I’m thinking of the name change thing, there’s a kick back of people saying what about libraries, library this, which in my personal opinion I would prefer it to not have the library word in it, and be more encompassing and take a broader view of the information profession. Still include libraries obviously, but there is still a lot of people who are very attached with libraries and librarian, and that sort of thing, so yeah” (Interviewee I)

“Yes, I would. As long as it’s not a narrow thing on focusing on banging on about librarians, because I don’t think that will get us very far” (Interviewee P)

“I think he’s willing to listen as well, it’s a complex world that we live in, in the sense of what, even this professional body and all the different I suppose domain areas, work areas that members and potential members might actually be working in. So, the critical thing is continuing to make us relevant, and move on from the old library association days, where there was perhaps much more domination by the public library side of things” (Interviewee W)

“Yes, yes, absolutely. That disappeared as far as I can see without trace. And the other suggestion was to get out of public libraries. You know, they seem to me to be moribund, and there are much more interesting things going on. And, maybe CILIP should recognise that fact” (Interviewee M)

“The other problem is that it’s been dominated by particular factions, notably public librarians until not all that long ago, until about 20 years ago. A lot of people who worked in academic libraries and other types of libraries took the view that it was an organisation that was run by public librarians for public librarians. Now I think the largest single group are academic librarians, so the focus is changing a bit” (Interviewee S)

Membership model:

“Then, yeah ok, but that could be highly controversial for people who pay more. Why should you pay more just to get the same as everybody else?” (Interviewee G)

“Yeah, and I honestly do think that part of the issue is the cost. I mean, a lot of people have said to me. I know a lot of people who would be members if the cost was a bit less. It just seems to me that if you can get more people who’re willing to be members by reducing the subscription rates, and making the membership more inclusive and reaching out to people who either haven’t been members, or have perhaps lapsed or whatever. I think that would be a really positive thing, yeah” (Interviewee F)

“The membership model, yes I think so, in terms of fees, yes. I mean personally for me, the fees aren’t really a problem, but I think it is up to a certain level for people, it’s their new entrance to the profession, especially if you’re trying to get library assistants, senior library assistants, for me I came in through the traditional route and came in at professional level if you like, if you want para-professionals to now come in, and it’s been more opened up to them to do their chartership and things without a masters, then you can’t be expecting them to pay

the same as I am. I don't necessarily mind paying the same as my manager, but I think decide what a professional salary is and make a difference there. When I joined CILIP there was a very complicated set of different layers, different tiers of membership fees, then they got rid of that. I guess it's about finding a balance between the ridiculously complex one and one where someone like Andy downstairs would be paying the same as me" (Interviewee I)

"I think there was a question in the Shape the Future exercise about the membership fees and the balance of the membership fees as well. I think it's something I commented on in the consultation. I do think at the moment the banding, the structure for membership fees is not, well it doesn't seem to be particularly sensible" (Interviewee N)

"Certainly, that's one of the key issues that was raised, and like I say that its reflected that the current model has quite a large band, I think it ranges from around £17,000 right up to £40,000. A proportion of salary, for the lower end that's quite large, and probably as well it's reflective of the fact of, although the fact our workforce is highly skilled and highly educated, it's not necessarily always the case its well-paid" (Interviewee Q)

Partnership:

Well they haven't come here, I don't know I was away but all our degrees were reaccredited, but they didn't come here to the library school to say 'what do you think?'. I'm not saying we're that important, but I mean if I was him I wouldn't just go to say Eastern region, what about going to the British Library, going to the big institutions, shouldn't he be going to places like this where we're churning out loads of students every year in different areas of information. I would have expected to be slightly more involved. There might be someone in the department who has been more involved than I am. So fair enough they might have chosen other people to go through. CILIP used to come here, they used to come about career stuff, I think they've stopped doing that, again, there are contradictory messages being sent. It's like we want to consult but actually what we're offering is this (Interviewee G)

"Also, what about non-members? And categories like employers for instance. I don't know if they did anything with employers. I've been on the, I was an external examiner down at Brighton, for the library and information school there. They were pretty interested in links with employers, but I'm not sure that carried across to CILIP as a whole. But, you know, employers are the people to ask about where the membership is going, and where the professional membership is going. That might just be a grievance on my part, I don't know who they spoke to really" (Interviewee M)

“I think they could work on targeting employers, because within this project we’re working on behalf of the special interest groups and member networks, to help to engage more and to recruit committee members, so that’s the perspective that we’re looking at it from. One of the reasons people were saying that being on a committee is difficult is because their employers didn’t support them, they had to do it all in their own time, and financially support themselves, and that it was suggested that if CILIP worked more with employers. I mean I’m from an academic library background, so for me that would mean universities, but also the public libraries, the business libraries, the rest of it, and perhaps that might be better” (Interviewee R)

“Yes, yeah. I don’t know if maybe one way to go is look at an element of partnership with other organisations, whether that would be feasible, you know, rather than having to pay membership to BILE and to CILIP. If you’re a member of one you get a discount on the other, I don’t know” (Interviewee F)

“That’s right, and also they’ve withdrawn from significant areas, and there are other professional bodies that have been set up, in one case they claimed they had more members than CILIP now, and that’s the body for people who sit at enquiry desks. I did at one time, I suggested to a previous CILIP chief executive that they took over this body when it was new, and he showed no interest in that at all, and they’ve sort of hoovered up people who sit at enquiry desks, and there’s other professional bodies that are being set up in gaps that CILIP have left” (Interviewee H)

Unity and silos:

“Yeah, it’s been, it’s always been a collection of groups, you know, rather than genuinely cross working and stuff. You have people who are interested in a particular thing, and off they jolly well go, you know, in the past they haven’t spoken to CILIP about stuff or anything like that, so if they’ve disconnected from CILIP, who would know? No one” (Interviewee T)

“You look at the profession as a whole it’s got so fragmented, it’s not very clear what this core knowledge idea is. How does it differentiate itself from other professions? In practice it does it quite well, at the theoretical kind of level, it’s not very good at that. So, that’s why the institution of the professional body is always a little bit under attack. Its role isn’t very clear to the profession. You’ve got the government sector and the blurring of librarianship with information management, records management, archive management, within knowledge services, there the profession disappears into a set of other professional, it’s just like a multi professional

space. So, do you need to be trained to be a librarian to work within, no. You might even come from another background” (Interviewee G)

“I think even when they do try and do a bit of outreach if you like, into the regions, I don’t know that they necessarily do it in the right way. I think it’s more, you can just do it once a year, to one region, and assume that it’s enough to keep people feeling as though they actually care about what happens in any of the regions. There needs to be much more of a connection there, and there isn’t at the moment” (Interviewee E)

“It was quite evident at the last CPD forum which was a London meeting where all the CSO’s were, we all do our own thing, and there isn’t really any coordination across CSO’s. It’s like we can be beavering away in the West Midlands and delivering a completely different professional registration workshop to someone in the North East or something. I think they are quite siloed in that way. There could almost be more, more coordination of that from CILIP. I know they have these kind of group forums and CPD forums, but you go to them and discuss it and say ‘oh, we’re all doing different things’, then you don’t actually change anything that you’re doing” (Interviewee I)

“I think it’s probably an issue in a lot of professional organisations, because one of the ways we can strut our stuff and call ourselves professional is that we do have specialisms. I suppose the way to advance knowledge and thinking and so on, is to be challenged by working with people who are in the same specialism. A phrase I have used in the past, and other colleagues have, is the echo chamber effect as well, where if you are in those comfortable silos, and you’re speaking to people who are from the same terminology area or the same kind of, you’re cast in the same mould in a way. People will then nod at what you say and the echo chamber means you hear the same things coming back, because you’re all speaking the same line, you’re all in agreement about something, or whatever. So, I think the idea is, if you can somehow out of those silos make links, that synergy should be more fruitful perhaps as well” (Interviewee W)

Value:

“I think one of the key strategic issues CILIP are facing is people aren’t renewing the subscription, and perhaps people entering the profession don’t see why they should join. I think they’ve got an issue with how do we engage with people at the moment who should be engaged with CILIP, but who are either have stopped being engaged or haven’t even started. Yes, people say how much will it cost? I say it costs x amount. They’ll say ‘well what do you get for that?’. Well you get the CILIP Update magazine, you get an entry in the yearbook, and

this accreditation should be a major driver for people to get involved, but for a lot of people, it's just more work" (Interviewee J)

"Absolute, they're crucial, really important. For me as a member, but also for anyone else who wants to get involved, yeah, they're really valuable. When I was chair I used to get people who would think CILIP membership is fairly expensive, and people would say I'm not sure that I can afford to stay a member, and one of the biggest benefits for most people was I suppose the special interest groups and the regional member networks" (Interviewee L)

"I have to say, over the years my experience is that if you want to get out of CILIP you have to put a lot into it. I think that's the problem for the majority of members, because they don't want to put a lot into it, they just want to get things out of it. It's not unique to our profession, I remember talking to some others, and one of them was an accountant and the other was a quantity surveyor, and they started saying things like 'I'm a member of my professional body and all I get out of it is this crappy magazine once a month and what's the point of it all', and I thought how often have I heard that one" (Interviewee S)

"I mean, again a conversation I've had recently with somebody who has been a member until the last couple of years I think. They did chartership, and what have you, but this year has kind of looked at the monthly outgoing for CILIP, and has come to the conclusion that, alright she did her chartership, she gets the monthly Update magazine, but she can't see much of the benefit to it" (Interviewee F)

"It was always the chartered thing, and the other thing really, because I got involved with CILIP as a student so I was actually on CILIP committee as a student representation for my institution, and that was another driver, it's that networking, you know, people just don't realise if you actually stick your nose in place, you find out what's really happening in your profession, and it helps your career. It always does" (Interviewee T)

Visibility and appeal:

"I'm wondering as well like, from the work I've done in the group projects about the employer attitudes towards CILIP, we're not a very CILIP centric library I don't think, like no one seems to be bothered if you're in CILIP, chartered, because I think in the past it used to be that you could use chartership, some jobs it is actually a requirement that they wanted a chartered person, and in some jobs it was also a link to promotion, so when you chartered you got a promotion, whereas I don't think that's the case anywhere now really, the value of it, I don't know if employers, I mean I've told my employers that I'm on this committee, they don't actually

seem that bothered as far as I can see, and no one ever mentions CILIP, it's never brought up in training events, it's just, yeah, there's no kind of culture here of CILIP membership" (Interviewee R)

"I think in the more traditional library sectors as well, public libraries, education libraries, there's all sorts of emerging sectors really where there is knowledge and information workers. They might not even know about CILIP, and even if they did, they might not think it's anything that would be relevant to them" (Interviewee F)

"CILIP doesn't promote the profession, in the press for example, if there's an example about library closures for example, you'll never see a comment from CILIP. Indeed, if the BBC is looking for, or organizing a discussion on any information issue, you don't get either CILIP members or librarians discussing it, they usually use non-professionals, because they're not aware that there is a professional body for information specialists" (Interviewee H)

"It's no different from I'm doing with libraries at the moment, in terms of looking at, we have this massive database of membership, and yet we know that only a small proportion of those people are active members, what is that all about? We've got a mine of information here, if we started going out and poking people and saying 'hey, we're here, and we can offer you this and we offer you that' and start tailoring the offer, because I know you've got an interest in bird watching or whatever, and I start telling you that actually I've got all these resources online that you could access. That is what organisations are doing now, and we're not very good at it. So, we allow people to become lapsed members and we do bugger all about it. How could we entice you to get back involved again, what would be the USP to get you to join?" (Interviewee K)

Professional Demands

Advocacy:

"I think definitely work around advocacy, work around trying to advocate for the importance of professional library and information roles. Opposing public library closures, although it feels a little bit like it's late in the day for CILIP to be, for example launching the MyLibraryByRight campaign. It's a really positive thing, but it feels like it should have been happening three or four years ago" (Interviewee N)

"Well the biggest thing that has come out, which isn't surprising, is advocacy. I think that's been a theme for CILIP for quite a long time, some of the big ones that came out, from my

point of view there weren't too surprising. Maybe that's a good thing. One thing I wondered about was on advocacy, looking at the document that was giving us all an overview of the feedback that had come with this, that there were at least two different perspectives on advocacy. One was sort of advocating for the profession, and then there is advocating for the value of libraries, and what that whole function is for society and for the economy, and all the rest of it. I would see the first of those being far more important. Because, that is the bigger picture. I think what we really should be advocating for is for our customers, if not for ourselves. People aren't interested in information professionals and librarians and the skills they have, what they're interested in is what is this going to do for me and for my different perspective. Whatever that is, be it government, universities, small business whatever, that's what people are interested in. What's the benefit to me" (Interviewee P)

"I think that is really, really important. That whole area is quite critical, I know through my contact with IFLA colleagues there are people in different parts of the world who are worried about what may be happening with their public library services as well, if they are publically funded, like Australia for example. It's also I think important that the professional body isn't only associated with, you know, the library closure thing, there's just so much else going on that we have the potential to influence or make comment on" (Interviewee W)

"Well I do recall putting advocacy pretty high up on the list of things, because I think that's one of the things CILIP have fallen down on. It had a CEO...who was really, really good at that, and whenever there was a news program about public libraries and so on, he would appear on the six o'clock news standing in front of the British library which was newly built at the time, and he would get about really. Then Bob McKee became CEO and for some reason he had a complete downer on advocacy, and CILIP has very poor media presence, and that was not a good thing" (Interviewee O)

"I think advocacy is the major role of CILIP. They've got to influence the policy makers in Whitehall, if they don't nobody else is going to do it for us. I think it's difficult because, you know, coming from the University sector, I can see what's happening in the public library sector, and it's not great. I think this comes down to the issues we've got with diversity, you know, I can sympathise with them, but we've got enough in our own agenda to try to solve here" (Interviewee J)

Information and Knowledge Management:

"I've noticed that there's quite a focus on information management at the moment, and I think that's one area where previously probably that side, and those people, weren't necessarily

included, and wouldn't necessarily have thought of CILIP. Yes, it's a question about going out there and finding those people isn't it? And appealing to them" (Interviewee I)

"They're trying to change it, they're trying to change the focus towards more information management obviously, as well as libraries, public libraries. In a virtual world I guess they can do more regionally, but they're not that bad" (Interviewee G)

"There's been a project over the past 18 months to try and develop a much more coherent knowledge and information management offer. So, I think there's probably a little bit of cause and effect there. If you're starting this in a year or twos time, when hopefully there's a much better engagement with that sector, I think you'd find more. So, for example there isn't a special interest group for knowledge and information management yet, but one is going to be set up. I think there's probably a bit of cause and effect there, but I think that's the sort of thing where I think that we know there's an element of that, and that needs to go in the strategy. If you like perhaps the low level of attendance has reinforced that" (Interviewee C)

"Spoke in UKEIG about dividing line between what you can expect committee members to do voluntarily and what you should be looking and have to pay for. You know, with the UKEIG there is a huge agenda moving into Knowledge Management for instance is one possibility, or the open access open science stuff I've been talking about. Yes, which is aimed at increading the membership and increading the scope of CILIP. But, they seem to have put together an alliance with the records association and british computer society, some organisations like that. Because knowledge management is not only of interest to CILIP, but also to those other sorts of professional groups as well. So my suggestion was instead of having a CILIP only special interest group, why not form a special interest groups involving all of these umbrella organisations" (Interviewee M)

Information Literacy:

"I think we should have got in on the ground floor of information literacy, because we've been comprehensively swamped by the digital inclusion brigade. There's certainly a link between digital inclusion and digital skills and information literacy, in fact you could say that digital skills are what you need before you can do information literacy, but well that penny didn't seem to drop. Interestingly when we had that meeting with the cabinet secretary Fiona Hislop, I said to her that I thought that the independence referendum September 2014 had been very important, because it was probably the biggest collective activity of information usage in Scottish history, and of course it illustrated the problems, because there was numerous reporting on the TV at the time, and I lost count of the number of people who said 'I don't have

enough information, I don't know where to find it', well there was wasn't any lack of information, there was plenty of it, it was just that people didn't know how to find it and interpret it, and it showed the role of information literacy in civic development and democratic engagement. So, when I made this point to the minister, she fell on it enthusiastically and seemed to think it was an extremely good point. I suppose that's some sort of success" (Interviewee S)

"So, information literacy, e-resources, e-books, online learning and so on. So, the trigger we're trying to pull off is to kind of hop off the declining public libraries model, and into the exciting surfing wave of the next berth. The irony of it all is if we let public libraries decline to nothing, some bright spark will come along at this point and say 'what we need is digital hubs, not of communities and certain people who have information skills'" (Interviewee A)

Libraries and librarian skills:

"Yes, well it's got a public libraries slant, but actually that's what the real problem is at the moment. I'm sure there's going to be other things as we move forward, but actually right now we're in danger of not having one at all" (Interviewee T)

"It's important for CILIP, and this is generic to everything, that we engage not just with the if you like the learning and cultural end of the spectrum of library work" (Interviewee B)

"I'm incredibly lucky here that they value a school library, and everybody reads and the staff read and the pupils read, and it's valued and the value for the library and for the information, not just for the books. It's kind of like it doesn't really happen anywhere, that level of support for the library service, so I mean what is happening in some schools is horrifying. It's the thing isn't it, where the statutory requirement is for a prison to have a library, but not a school, it doesn't make any sense at all, it's bizarre" (Interviewee E)

"Most people believe they could just do what a librarian does anyway, and the government seem to think that anyway because they've basically said to public libraries 'you don't need professionals to run them', so the credibility of it as a profession is its fundamental problem" (Interviewee G)

"I think probably something most CILIP members have in common is that they, you know, when they say to people they're a librarian, then people have no idea what that involves. If people ask me what I do I say I answer peoples questions all day, because if I say I'm a librarian they don't, I guess I'm not a librarian because it's not in my job title, but if I say I'm an information specialist, that's meaningless, it could mean anything. So, definitely raising the

profile in that way, and making it clear to people outside the profession what we actually do”
(Interviewee I)

New professionals:

“Yes, possibly, some observations to make, but of course we all need to be very aware of the fact that there are many younger people coming along, new professionals, who it’s important for them to make their voice heard, and to encourage and be encouraged to contribute to something like this, rather than a lot of us old timers, who can maybe remember what it was like 20 to 30 years ago. You know, times have changed, it’s all busy and complex now”
(Interviewee W)

“Absolutely, so that’s a point for discussion in all the groups and the branches. As you were saying earlier, people do not have the time. And, if it’s left to elderly layabouts like me, then you’re not going to bring new blood into the committees” (Interviewee T)

“It’s capturing people younger as well. I don’t know to what extent they are involved in library schools or whatever, but when I was at library school it was assumed you’d become a member, but also I think the profession has got a lot to be concerned about, because it’s not as though there are a lot of job adverts that insist on people having a library qualification anymore. You can really come in from any background. In some organisations, it’s been encouraged that some people come in from other backgrounds rather than the library sector background, so there have been a lot of librarians that have been shooting the profession in the foot, and shooting CILIP in the foot” (Interviewee U)

“It kind of took me a back a bit, I knew that people weren’t CILIP members and a lot of my colleagues within the library here are not, but I suppose I hadn’t really fully appreciated to what extent younger professionals really weren’t engaging with it, or some young professionals. I suppose then I started to think, well actually, with CILIP we really need to think about what it’s doing and who it’s aiming at. Clearly these are really sort of motivated, energetic professionals, and none of that is going into CILIP, because they don’t think it’s anything for them. That just shocked me a bit, and when the opportunity came to sort of do the survey, I thought well yes, I need to say something about this” (Interviewee F)

Continuing professional development:

“It’s a question about going out there and finding those people isn’t it? And appealing to them. I’m sure CILIP could do more to attract them, but I’m not sure what that is. I think the main

benefit is the opportunities for professional development isn't it, and they are expanding with the VLE, but like I said it is that having to, a lot of the time people have to get involved themselves to benefit from those things" (Interviewee I)

"I think the other big thing for CILIP, or any organisation like CILIP, is the professional development and the body of knowledge for the profession. The definition of that, and the validation frameworks, all of that. That's central to a professional body like CILIP" (Interviewee P)

"I think it should be valued though, because I've done it from a personal point of view, because here it wouldn't have any sway I don't think on, I know it's good if you say you're chartered, but I think it probably should be held in higher value by employers that you've done it, it's showing a commitment to professional development, that's the point of it, and they surely should want people like that on their workforce, so, yeah" (Interviewee R)

"The PKSB, there are other countries interested in this too, the British Council is interested in licensing it as its own CPD and staff methodology, for its library and information people. You have to be going outwards as well and selling your products and services and of course that will generate members" (Interviewee B)

"I think it's useful that, you know, members are being increasingly asked to reaccredit, reaffirm their commitment to the skills and values of the profession" (Interviewee G)

The nature of the profession:

"Yeah, so the thing is the thing they're trying to do with that is say, in order to be a librarian you have to be accredited and keep that up, whereas most people think, well, anyone can be a librarian if they apply and really want to do it. They could pick it up pretty easily. If you've got a profession like that, it's weak in contrast to something like the classic profession like the law, or medicine, they've got a very defined knowledge base where you couldn't, it's illegal to pretend to be a doctor. It's not illegal to pretend to be a librarian" (Interviewee G)

"So, when you think about the wider profession as a whole, it probably wasn't the best call. Every profession you go to, whether it's medicine, or nursing, or for law, you always have to show continuing professional development and that your skills are up to date. I think as an organisation, that's something that we probably need to do" (Interviewee V)

"That frustrates me a lot that debate, it's gone on for years. In my opinion the nettle should have been grasped years ago. Of course people should be revalidating, we should all be

revalidating in my opinion. If we don't, we're not taking our selves seriously, let alone expecting other people to take us seriously. It's absolutely vital" (Interviewee P)

"It's certainly something that other professional bodies do, and there's no control over membership, they don't, like other professional bodies, there is no registration, there's no control, anybody can work in a library, they don't have kind of specific membership criteria like you would say in Accountancy, or Medicine or other professional bodies. As a professional body I think it hasn't really found its role" (Interviewee H)

Appendix I: Extended quote from the CILIP CEO regarding CILIP's open strategy approach

“There is kind of a very old diagram, I’ll quickly draw it out, I like to think that way. When you’ve got your shop window and you’ve got the customer and you’ve got the company, in the old transactional world that I started out working in, the company would kind of slap a product from the shop window based on best guess, and then the customer would come and buy it and then they would walk away. Essentially, it’s a very brittle strategy because it is entirely dependent on you understanding your or believing you understand what the customer needs; it very much depends on you getting the price point rights and so on. So, what sometimes happens is you simply keep making the same product over and over again because that’s your risk mitigation. You say I know what people want and I’m going keep selling it to them. Whereas I think it is such an agile and destructive environment now that it’s the case that that strategy just doesn’t work, so we are looking at something that is much more like this kind of shared cycle of you know the customers are providing insight and goodwill and also money, and then we are providing value, benefits solidarity and critically one of the things that I think is really important, particularly from a professional body perspective, is that we can then aggregate influence and resources to achieve a bigger impact than the individual customer can. So, what we are essentially doing is creating a common cause, the best way to organise ourselves around a common cause is to believe it together, and then to invest in a collectivising capacity to deliver. And that is essentially what we are doing with shape the future, it is saying first of all, what is the common cause, what is the defining challenge for our community, and then how are we going to organise our resources into whether it is advocacy, or the political level, or it is creating products, or it is providing training, how are we going to collectivise the ability to deliver those, those resources. It has been interesting, so as with any consultation activity there is almost stages of bereavement, the kind of fear around and anger and grief, denial you know you get walls of different reactions to things, and I think a big part of this kind of participatory strategy is really to do with where the organisation is in its recent history, and so CILIP has been on a downward spiral quite a long time and so membership numbers are dropping we had two recent democratic votes, one about our name, and one about governance, both of which we lost so quite high stakes things and looking into why those things are happening it became apparent that they were really failings”

of democracy. Essentially what happened is that the name was created by the Board of Trustees and they said to the world this is what we're going to be called. At which point the membership felt that this kind of implicit social contract had been broken and so one of the reasons that the board is willing to go down this participative, really open strategy route is because the alternate wasn't working. So, I think it's really interesting whether that wasn't the case and if everything was ticking along nicely whether they would be this receptive to that as a model"
(Interviewee A)