Symposium# 548: Self-Organizing and Decentralizing Work: Enabling Factors, Boundary Conditions and Opportunities (14041)

Sunday, Aug 11, 2024, 8:00AM - 9:30AM CT (GMT-5/UTC-5) at Swissotel in St Gallen 2.

Sponsored by HR, OB, and OMT divisions.

Abstract

Self-managing organizations (SMOs) are radically decentralized and flat firms that provide high freedom and flexibility to employees. The investigation of self-organizing and decentralizing with SMOs, although not new, has recently gained prominence. Scholarship on this topic is hampered by an overly narrow set of questions and cases. While most research has investigated the (ir)relevance of SMOs and selected outcomes, less research has focused on how self-organizing and decentralizing function and what impacts effectiveness. This panel symposium aims to go beyond the current dialog by focusing on enabling factors, boundary conditions and opportunities. We include six short presentations that cover distinct areas of emerging, rigorous research. Presentations will be followed by discussions involving the audience. Ultimately, we will take stock of key factors and research findings addressing what enables and limits self-organizing and decentralizing the workplace and where opportunities can be found.

- Organizer: Julian J. Markus - WU Vienna
- Moderator: Rebecca Hewett - Rotterdam School of Management, Erasmus U.
- Panelist: Martyn Griffin - U. of Sheffield
- Panelist: Michael Y. Lee - INSEAD
- Panelist: Frank Martela - Aalto U.
- Panelist: Felipe Massa - U. of Vermont, Grossman School of Business, US
- Panelist: Simon Pek - U. of Victoria
- Panelist: Trevor D. Young-Hyman - U. of Pittsburgh

08:00-08:05 Welcome and introduction (5 minutes):

“How do we move from interesting phenomenon to impactful theory development on self-organizing?” Dr Rebecca Hewett; Rotterdam School of Management, Erasmus U.

08:05-08:45 Topic introductions (40 minutes)

The invited panellists all cover a question regarding the phenomenon (approx. 5 minutes per topic – 1-2 PowerPoint slides, optional).

08:45-09:05 Moderated panel discussion (25 minutes)

Panellists are invited to engage in a discussion considering the previously presented topics and points of interest.

09:05-09:25 Open space forum (15 minutes)

Panellists and attendants will be invited to share their current research about self-organizing and decentralizing work.

The floor is opened up for everyone in the room to engage in the discussion where we will focus on three specific areas:

2. What contribution does it make to the literature?
3. What contribution does it make to practice?

If you have an idea, you would like to discuss you can submit this before the session as a brief paragraph in response to these questions. Please submit this to Julian J. Markus (julian.jonathan.markus@wu.ac.at). Spontaneous suggestions will also be sought during the session.

09:25-09:30  **Plenary closing** (5 minutes)

What opportunities have we created and how do we take it from here? Dr Rebecca Hewett; Rotterdam School of Management, Erasmus U.