Measuring multiple perspectives in destination governance dynamics

A case in Switzerland

LOREDANA PADUREAN, RESEARCHER
UNIVERSITÀ DELLA SVIZZERA ITALIANA, LUGANO
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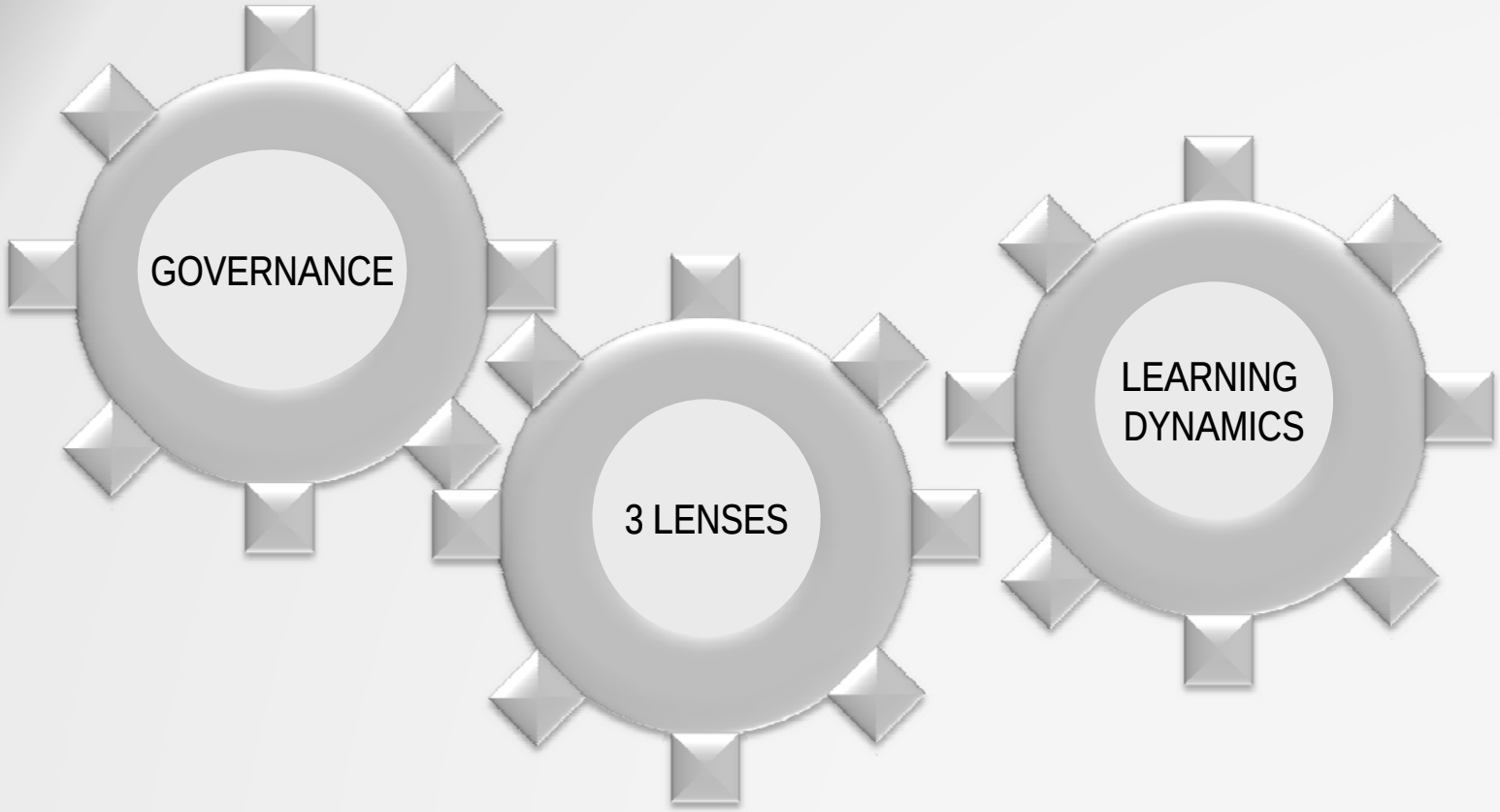
Key concepts for discussion



There is a strong interest for understanding the behavior of decision making organizations especially with the shifts from a traditional governance model to a corporate model

World Tourism Organization, 2007

The ability to act with skill and creativity in organizations begins with the development of multiple perspectives on and inside organizations.

Van Mannen,MIT 2003

For most organizations, the dynamic process of developing multiple perspectives through which they can advance a shared vision is rather complex however by searching for patterns in their behavior, one can describe and even predict the process of organizational adaptation

Miles et al, 1978

✓"There are many differences between the public and private sector members of an alliance" (Rainey 1983; Ring & Perry 1985)

✓"Strategies and actions should take into account the wishes of all stakeholders" (Palmer & Bejou, 1995; Buhalis & Fletcher, 1995; Jamal & Getz, 1996; Yuksel et al, 1999; Buhalis, 1999a)

✓"More descriptive research and clinical inquiry is in demand to find out what is actually going on in organizations before we rush in to tell managers what to do about their problems" (Schein, 1988)

Assessing the dynamic evolution of the governance process by measuring the members' perspectives and their learning potential for developing multiple perspectives in the decision making process.

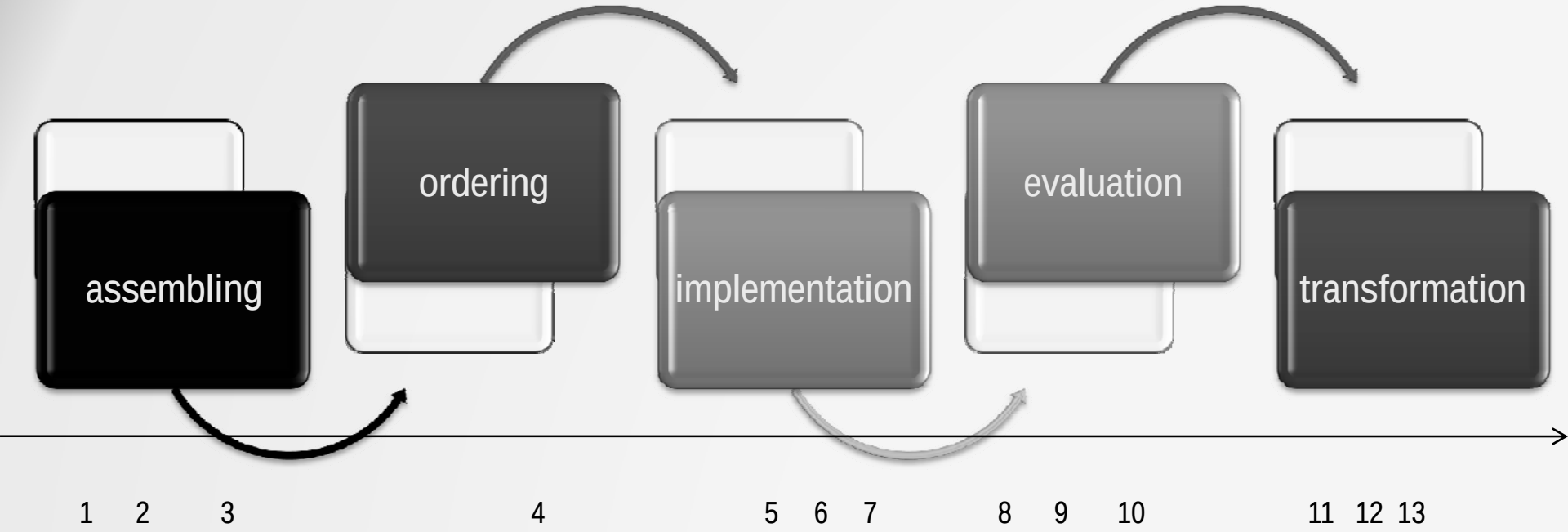
1 case study in Switzerland

13 transcripts from monthly board meetings

3 lenses (Ancona et al, 2005)

5 stages of marketing alliance (Wang & Fesenmaier, 2006)

5 Stages of marketing alliance in Wang& Fesenmaier, 2006 applied in our case study



Meetings 1 t o 13

We each tend to look at things differently

We each have a different set of priorities

Different interpretations result in important discrepancies

Political, Cultural, Strategic

(Ancona et al, 2005)

Organizations are **contexts.**

Action comes through **power.**

- ✓ Influence
- ✓ Networks
- ✓ Coalitions
- ✓ Interests

(Ancona et al, 2005)

Organizations are **institutions.**

Action comes through **habit.**

- ✓ Symbols, meanings, artifacts
- ✓ Social control
- ✓ Identity
- ✓ Habits, history, norms, traditions

(Ancona et al, 2005)

Organizations are **machines.**

Action comes through **planning.**

- ✓ Strategies
- ✓ Design and structures
- ✓ Performance
- ✓ Efficiency

(Ancona et al, 2005)

	POLITICAL Organizations are **contexts.** Action comes through **power.**	CULTURAL Organizations are **institutions.** Action comes through **habit.**	STRATEGIC Organizations are **machines.** Action comes through **planning.**
Key Concepts	✓ Power and influence ✓ Social networks ✓ Interests ✓ Dominant coalition	✓ Symbols, meanings, artifacts, norms, traditions ✓ Social control ✓ Identity ✓ Habits and history	✓ Strategies ✓ Design ✓ Structures ✓ Performance ✓ Efficiency
Key Processes	✓ Conflict ✓ Negotiation ✓ Forming (dissolving) relationships	✓ Routine ✓ Context ✓ Symbolism	✓ Design ✓ Strategize ✓ Evaluate ✓ Improve
View of Environment	✓ Stakeholders satisfaction	✓ Community continuity	✓ Team winning
Role of Leader	✓ Forge coalitions ✓ Identify and leverage interests ✓ Negotiate	✓ Define values ✓ Share meanings ✓ Preserve symbols	✓ Design strategies ✓ Align mechanisms ✓ Measure effectiveness
Stimuli for change	✓ Shifts in dominant coalition ✓ Shifts in power of stakeholders	✓ Organizational decay and decline	✓ Lack of performance
Barriers to change	✓ Entrenched interests	✓ Clash of values	✓ Clash of objectives

Adapted from literature

Coding (Van den Ven & Poole, 1989)

Lenses	Key words in conversation (words and phrases)	Processes	View of environment
Political	power, influence, networks, interests , coalition	negotiate, influence, control, leverage	Stakeholders satisfaction
Cultural	symbols, meanings, artifacts, norms, traditions , social control, identity, habits and history	define, contextualize, symbolize,	Community continuity
Strategic	strategies, design, structures, performance, efficiency	design, strategize, evaluate, improve, increase,	Teams winning

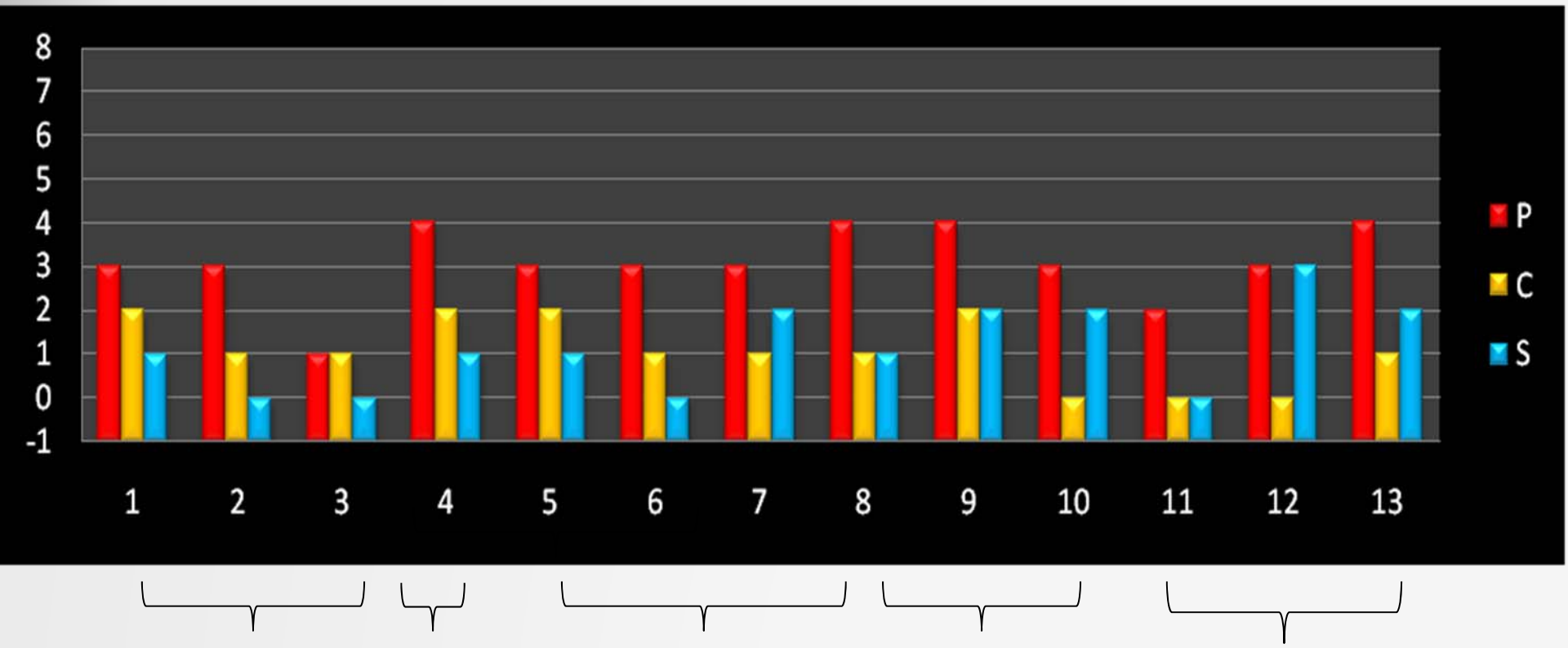
e.g.

- Reactions to a marketing initiative of creating a new product – a park
  - I1Yes, but we have to ask ourselves, what would this park mean to the people in the village? How would it fit with what we already have?
  - I2 Yes, I have the rights of passage on that land and I can get rapid support from the permits office
  - I3 More products in the destination will increase the overall value proposition and bring us more clients

OBS: the actors were educated about the 3 lenses at the beginning of the process and constantly reminded about them

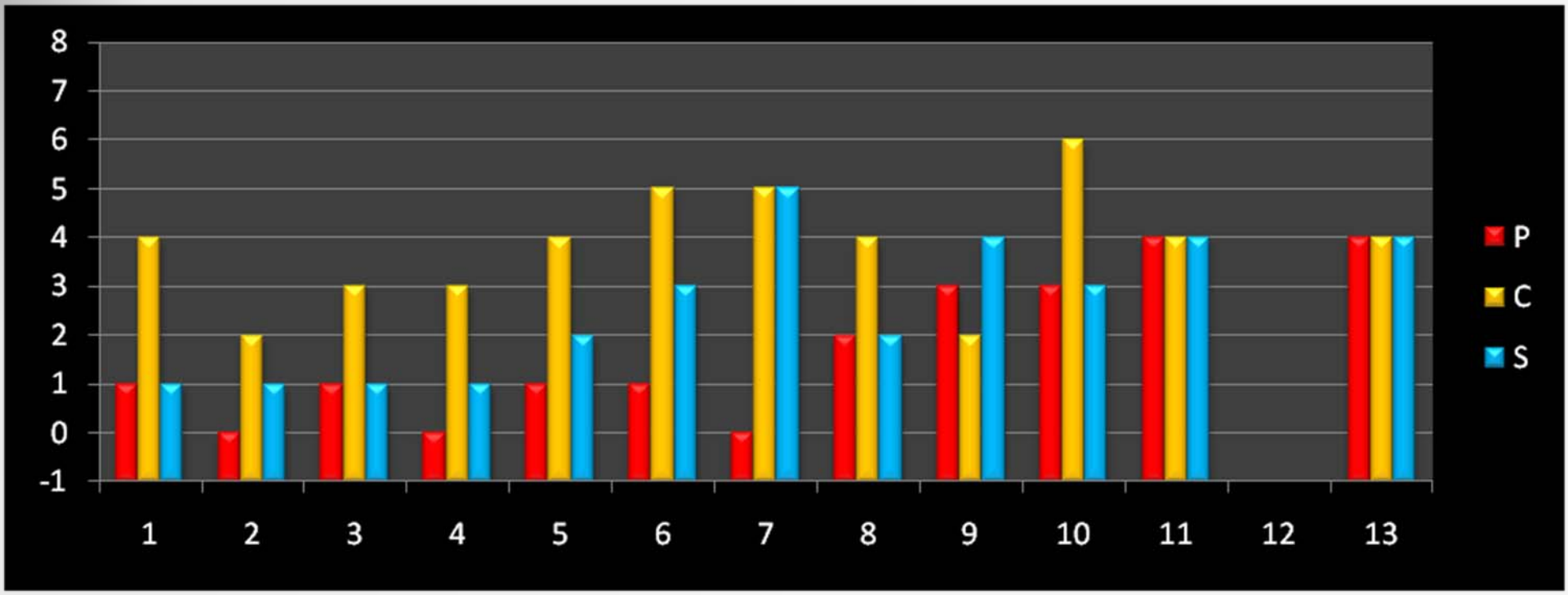
Results

Behavior individual 1 throughout 13 meetings



assembling ordering implementation evaluation transformation

Behavior individual 5 throughout 13 meetings



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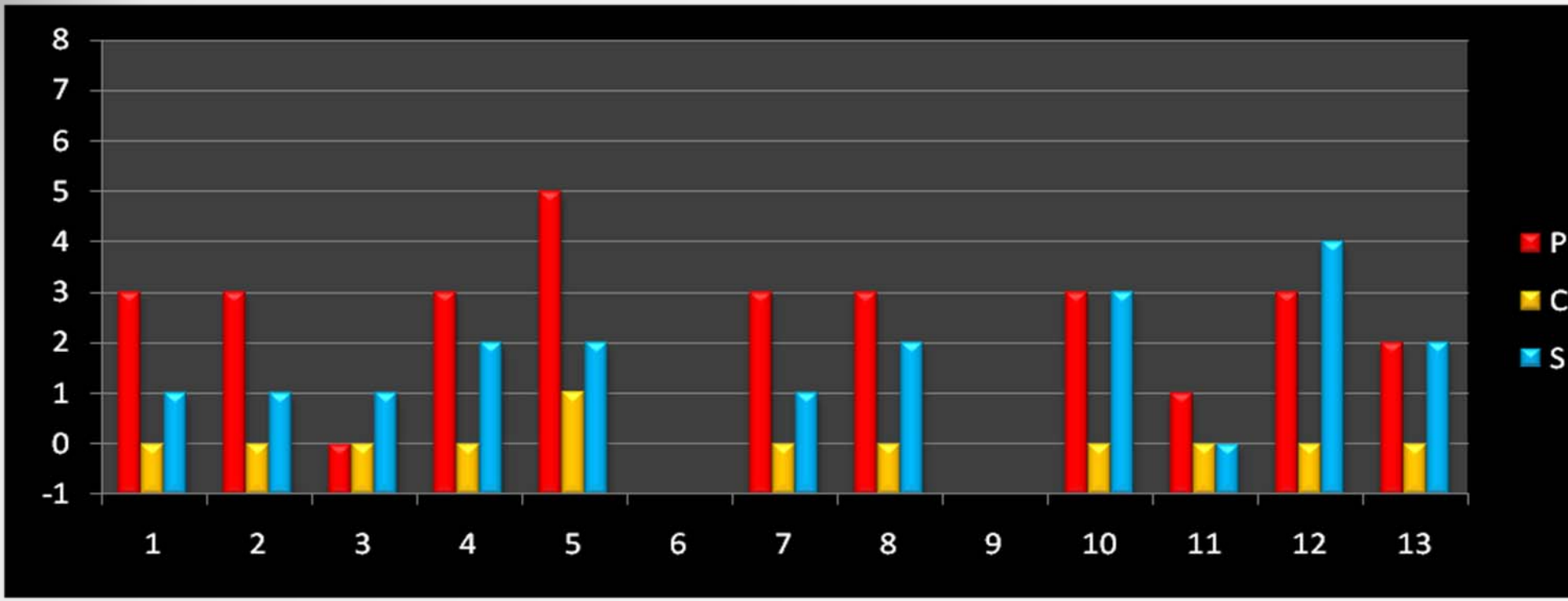
Behavior individual 4 throughout 13 meetings



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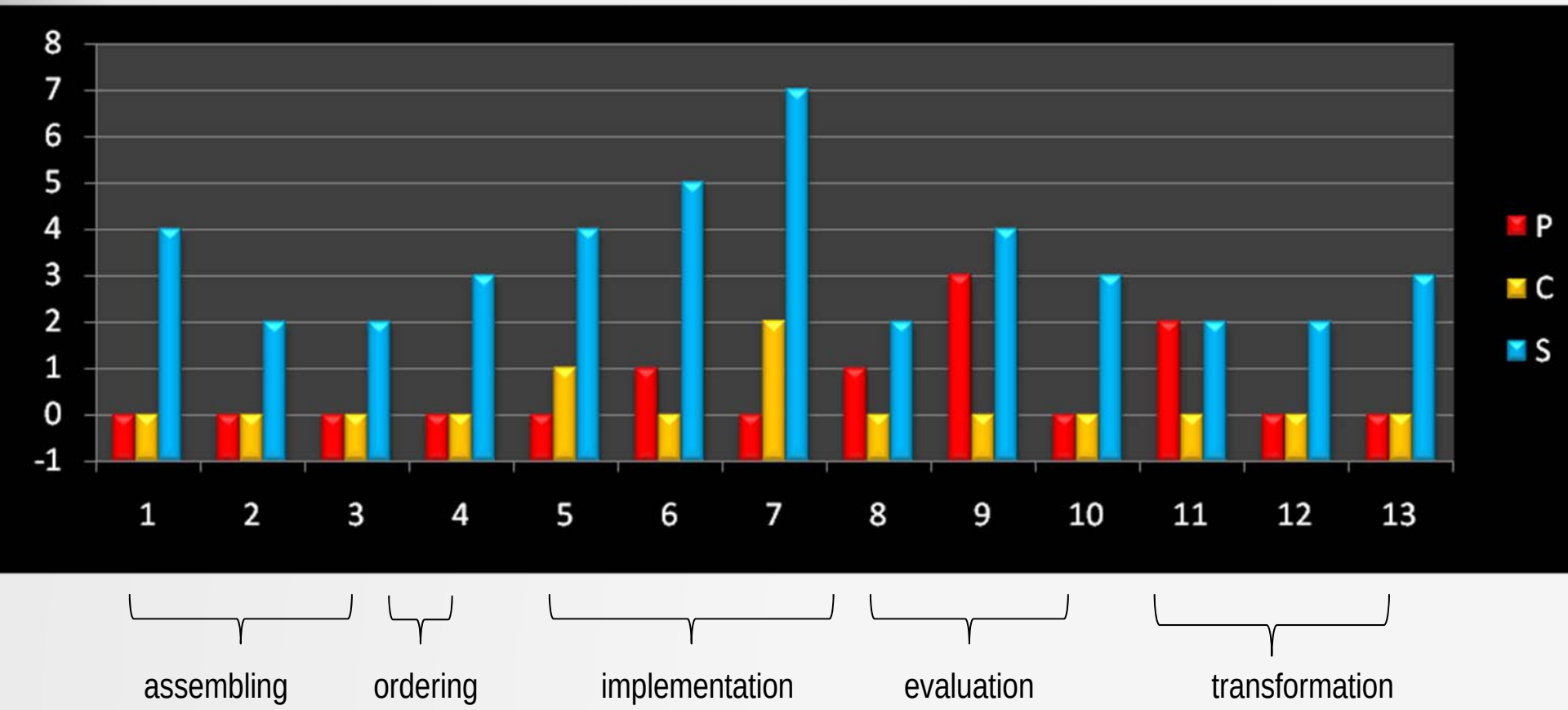
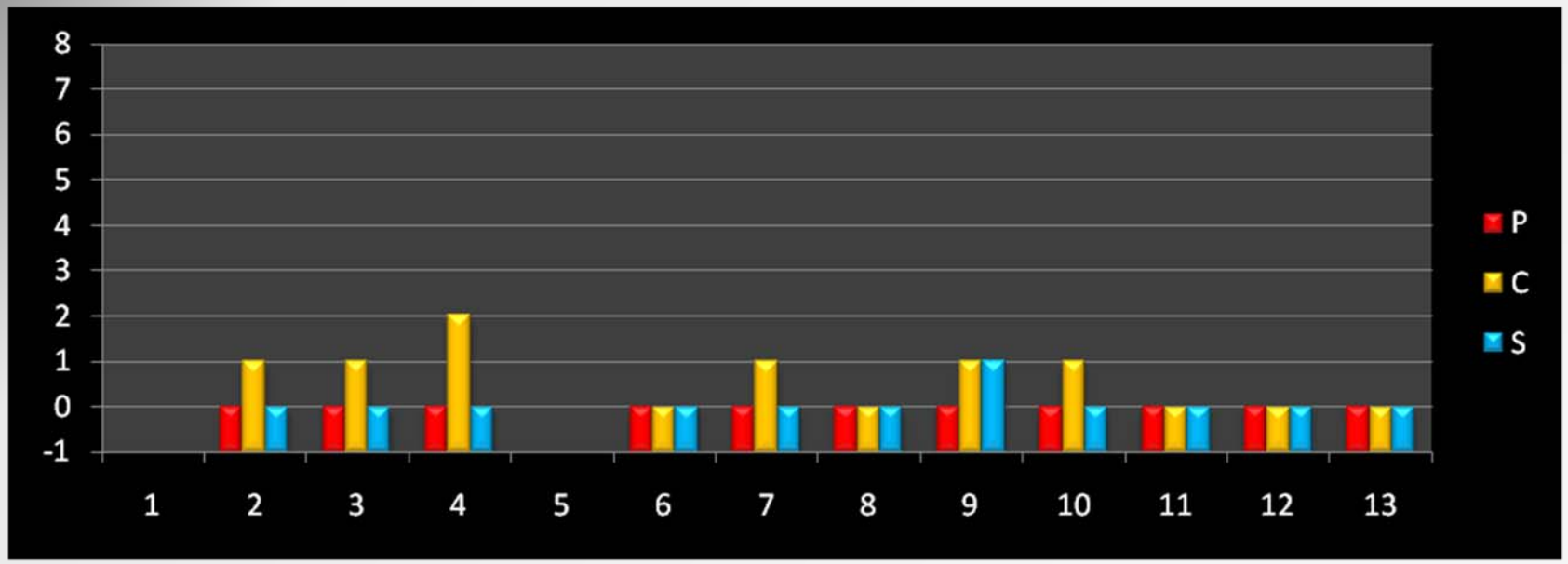
Behavior individual 7 throughout 13 meetings



Behavior individual 6 throughout 13 meetings

I6



Behavior individual 8 throughout 13 meetings

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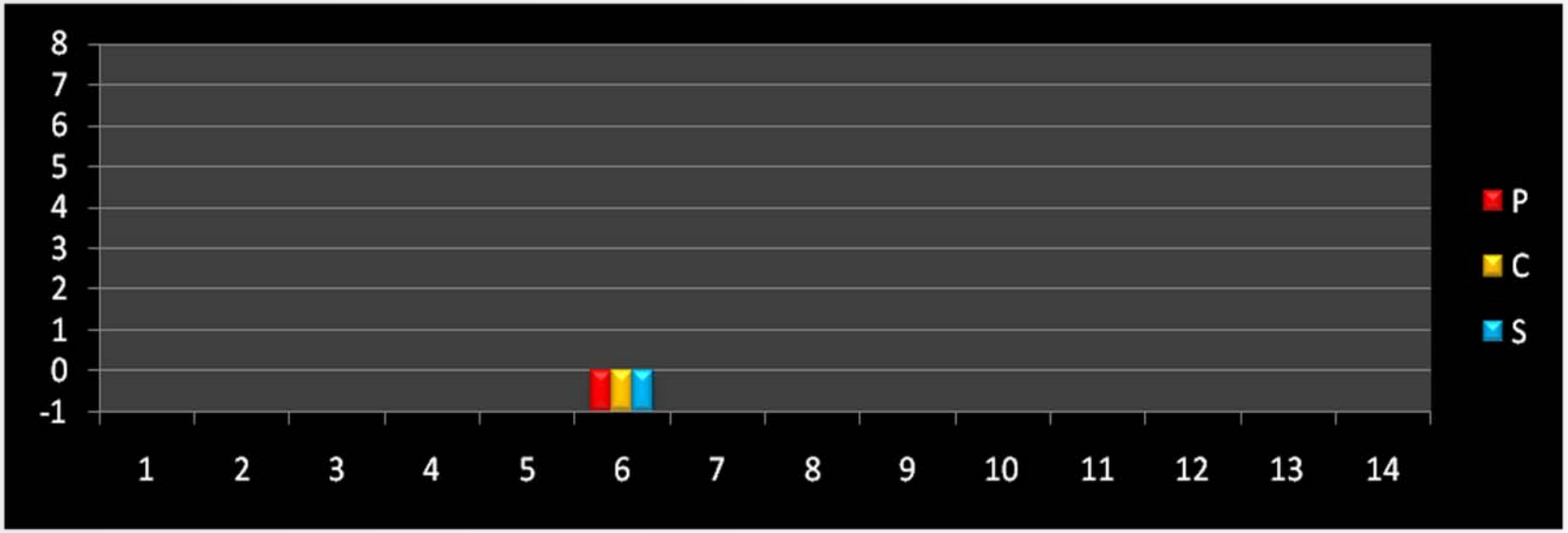

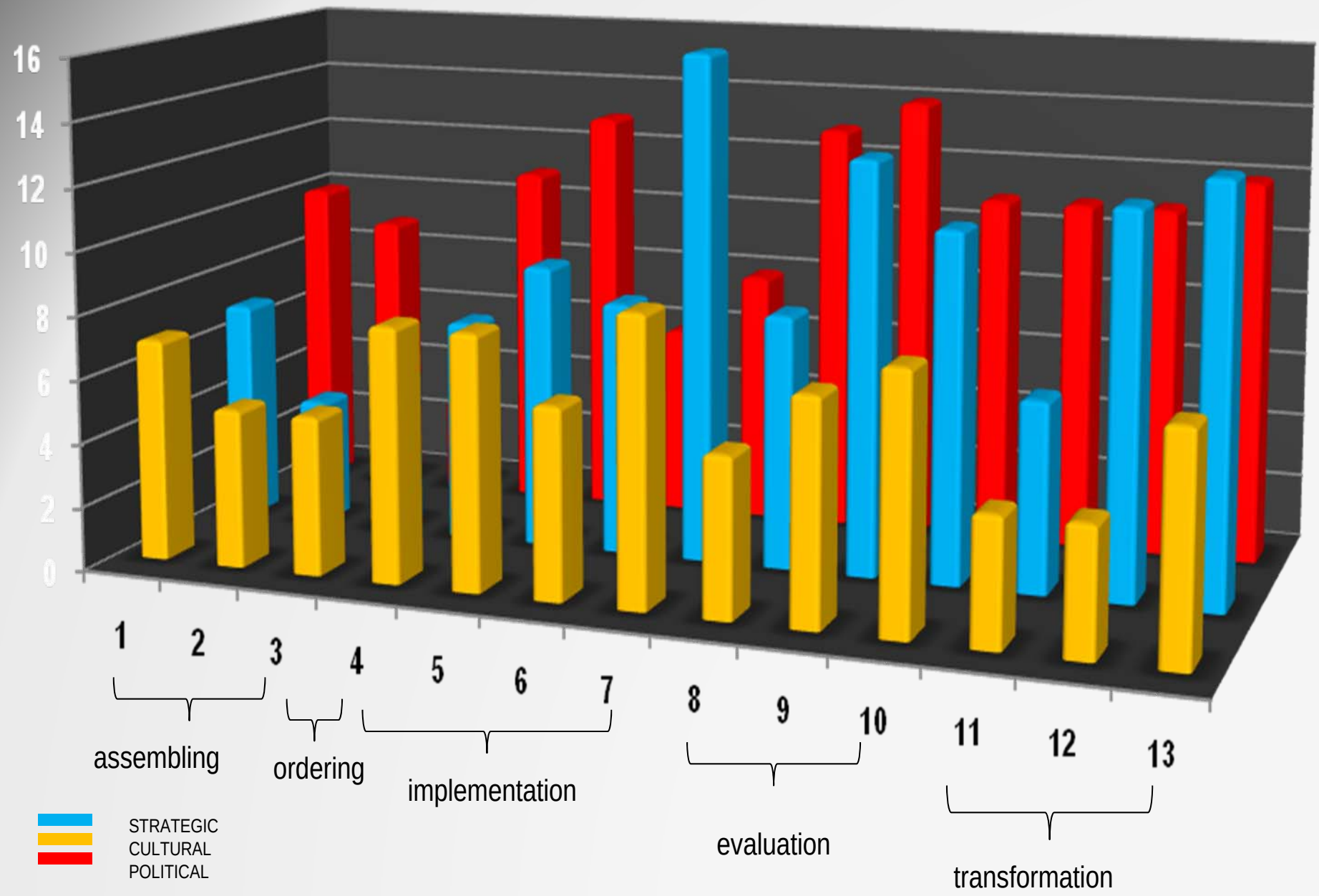
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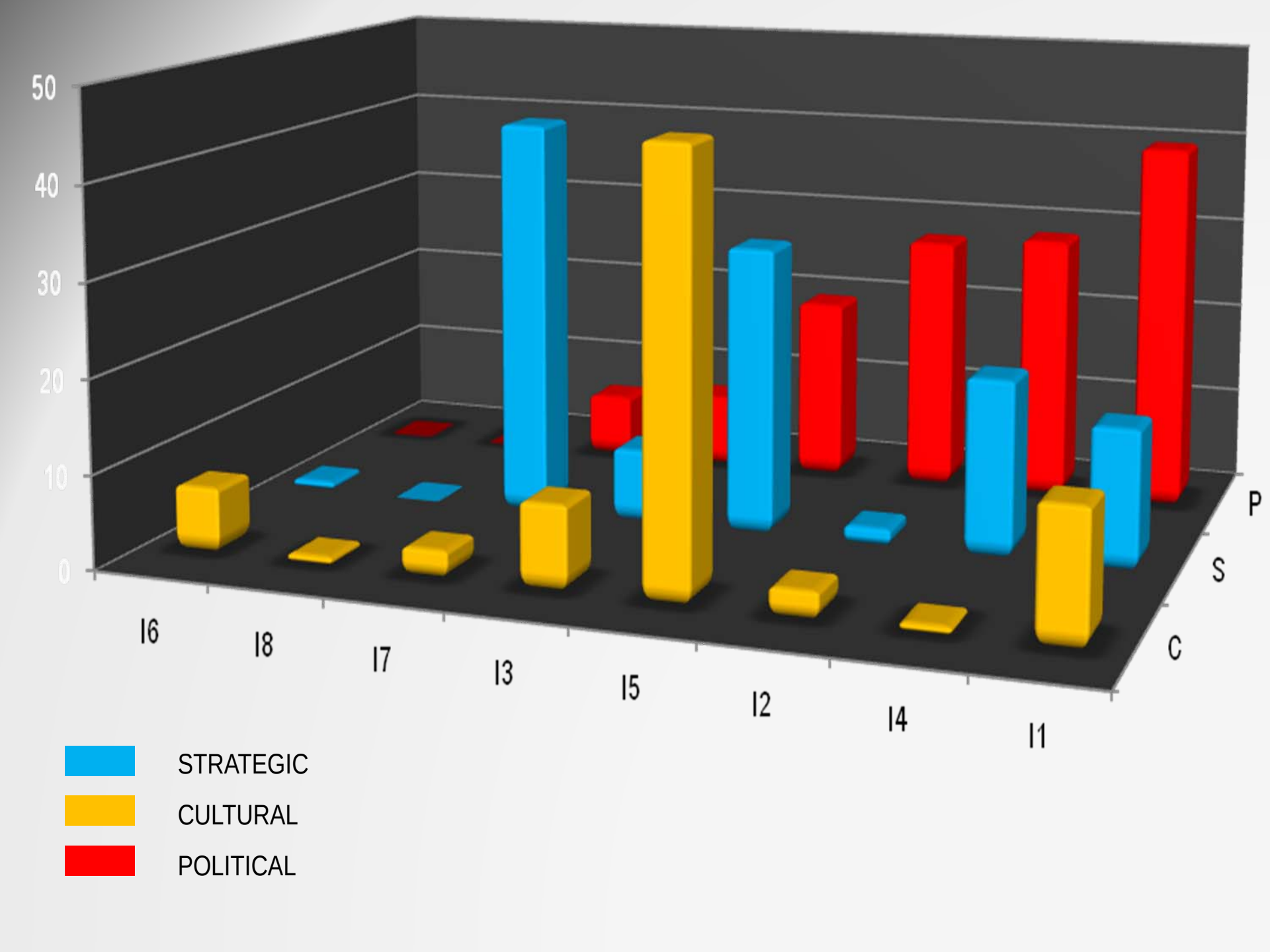
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Implications for management

Useful for investigating & diagnosing individuals' /organizations'

- ✓Perspectives
- ✓Priorities
- ✓Positions

A "translating" device for understanding specific behavior

A potential transformation tool for participants

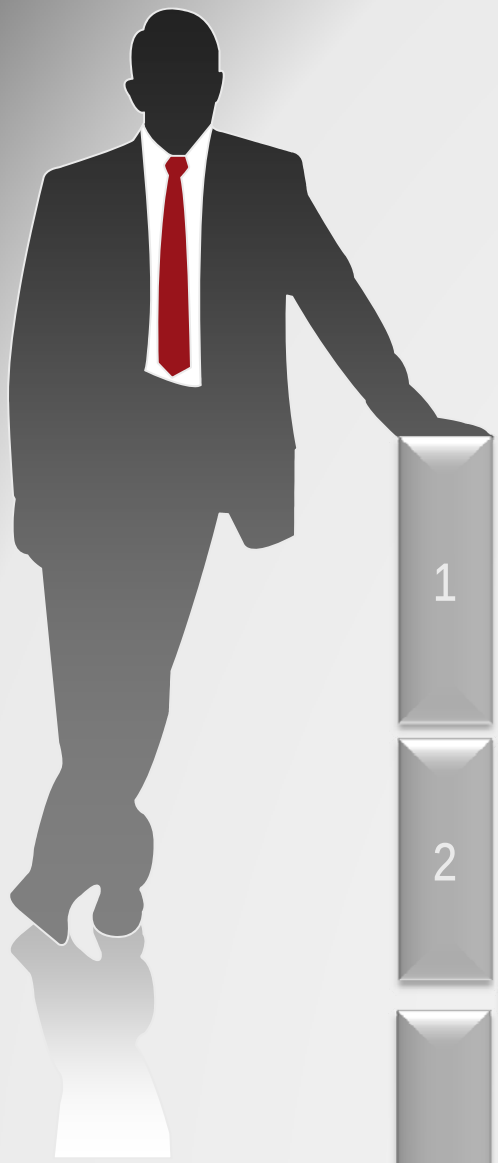
Limitations

1 Case study

Transcription issues (Lapadat, 2000)

Literature support

Further investigation in time/ multiple contexts



1. We can better understand decision making organizations if we measure their behavior through the 3 lenses

World Tourism Organization, 2007

2. The development of multiple perspectives in organizations begins with individual learning

Van Mannen, 2003

3. The dynamic process of developing multiple perspectives is very complex however it can be accelerated by cultivating a culture of wearing multiple lenses

Miles et al, 1978

Developing multi perspectives is a precondition for successful governance

Thank you