

A Multi-Level Model of Orchestrating Grand Challenges

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ARTICLE INFO

Article History:

Received November 15, 2024

Revised November 30, 2024

Accepted December 12, 2024

Available online December 25, 2024

Keywords:

Hybrid organizing

brokering

qualitative research

stakeholder engagement

ABSTRACT

This study explores hybrid organizing as a framework for addressing grand challenges by balancing profit-driven goals with sustainability through collective action. Focusing on the orchestration of collective hybridity, it examines the role of Latin American stock exchanges in fostering collaboration, managing tensions, and driving large-scale solutions. Using qualitative methods, including stakeholder interviews and document analysis, the research identifies five key aspects: orchestration activities, catalyzing engagement, brokering roles, tension management, and the pursuit of large-scale solutions. The findings demonstrate that orchestrators are essential in creating collaborative platforms, engaging stakeholders through strategic initiatives, mediating resource exchanges, employing adaptive strategies for tension management, and achieving sustainable outcomes. This work advances the understanding of hybrid organizing by emphasizing collective efforts over individual actions and providing empirical evidence of orchestrators' pivotal roles. While limited to the Latin American context, the study offers valuable insights into how hybrid organizing can contribute to addressing complex global issues, paving the way for future research in diverse settings..

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1. Introduction

This paper looks into how hybrid organizing can help in solving grand challenges, by balancing the profit motive with sustainability; this study focuses on collective solutions rather than individual organizations. The central research question of the paper is how single organizations can engage others in order to enable collective hybridity. Five sub-research questions are guiding the research: What are the activities involved in orchestrating collective hybridity? How do orchestrators catalyze engagement within networks? What role does brokering play in hybrid organizing? How is collective tension managed in complex ecosystems? How do hybrid organizing practices drive large-scale solutions? This study uses a qualitative methodology to examine the role of three Latin American stock exchanges in driving collective hybridity. The paper is structured to progress from a literature review to methodology exposition, findings presentation, and discussion on implications.

2. Literature Review

This literature review critically reviews the prevailing literature on hybrid organizing for collective action to address grand challenges. The five core issues addressed include orchestration activities, catalyzing engagement, broker roles, tension management, and large-scale solutions. Although tremendous progress has been made, such research gaps remain: There is less focus on the collective action rather than individuals, the difficulty in retaining engagement, and the intensity of managing tensions. This paper fills these gaps by examining the orchestration role of stock exchanges in Latin America.

2.1 Orchestration Activities in Hybrid Organizing

Early studies on hybrid organizing, however, focused on the strategies by individual organizations, thereby generally ignoring collective orchestration activities. Later studies did introduce orchestration but lacked in detail about specific activities. Presently, some recent research has started to identify such specific activities as catalyzing and brokering and so on. A well-rounded understanding of the process of orchestration, therefore, remains incomplete.

2.2 Catalyzing Engagement within Networks

Early research focused on the role of engagement in hybrid organizing, focusing on mobilizing actors in the early stages. While foundational, these studies were often unclear about how to maintain engagement over time. More recent research highlights the role of orchestrators in sparking engagement, but challenges remain in sustaining long-term commitment.

2.3 The Role of Brokering in Hybrid Organizing

This idea of brokering, in hybrid organizing, actually originated from the studies made concerning the collaboration and network formation. Early research established the primary brokering functions but did not study further how such functions influenced hybrid organizing. The recent understanding of the brokering roles is still less explored in integrating these into broader hybrid strategies.

2.4 Hybrid Strategies in Complex Ecosystems: Managing Collective Tension

Research on tension management in hybrid organizing revealed that there is a problem of balancing conflicting goals. The early studies were more theoretical but did not have empirical evidence. Recent efforts have been to manage tensions through orchestrated processes, yet comprehensive models of tension management are still developing.

2.5 Driving Large-Scale Solutions through Hybrid Organizing

This discussion was first introduced by the theoretical frameworks with fewer empirical bases. The hybrid organizing that might help drive large-scale solutions was discussed recently through various practical studies, but gaps persist regarding the scaling of solutions that address grand challenges through effective hybrid organizing.

3. Method

This study adopts a qualitative research approach to understand the orchestration of collective hybridity by Latin American stock exchanges. This study is conducted through case studies on how these exchanges catalyze, broker, and manage tensions within networks. Interviews with key stakeholders and document analysis were conducted to provide data on the orchestration process. Thematic analysis was used to identify patterns and themes that are grounded in empirical data.

4. Findings

The study presents qualitative data that shows how Latin American stock exchanges orchestrate collective hybridity to address grand challenges. It unearths orchestration activities, catalyzing engagement, the brokering role, tension management, and the impact on large-scale solutions. Findings have been demonstrated that orchestrators play a pivotal role in initiating and sustaining collective hybridity, effectively engaging stakeholders, leveraging brokering functions to facilitate collaboration, managing tensions through adaptive strategies, and driving impactful solutions to grand challenges.

4.1 Orchestration Activities in the Driving of Collective Hybridity

The study reveals that orchestration activities, such as starting collaborative platforms and coordinating multi-stakeholder efforts, are fundamental in driving collective hybridity. Interviews

with stakeholders point out how orchestrators facilitate the sharing of resources and alignment of diverse interests, showing practical orchestration processes to address gaps in previous studies.

4.2 Catalyzing Engagement through Strategic Initiatives

Findings suggest that strategic initiatives, such as awareness campaigns and stakeholder forums, are significant catalysts for engagement. Interview data shows how orchestrators use these initiatives to build trust and foster commitment, overcoming challenges in sustaining engagement and contributing to a deeper understanding of engagement dynamics.

4.3 Brokering Roles in Facilitating Collaboration

This study found that brokering roles are crucial in ensuring collaborative interactions among different types of actors. Case study data analyses illustrated how orchestrators operate as mediators in linking stakeholders together to enable resource exchange, hence creating efficiency in hybrid organizing and bridging gaps found in the previous literature about brokering functions.

4.4 Strategies for Managing Tensions: Adaptation

The study uncovers adaptive strategies employed by orchestrators to manage tensions arising from conflicting goals and interests. Through thematic analysis, it is revealed that orchestrators use negotiation and compromise to balance tensions, offering practical insights into tension management and addressing previous gaps in empirical evidence.

4.5 Impact on Large-Scale Solutions to Grand Challenges

The results show that organizing through orchestration leads to significant impacts on large-scale solutions. Data analysis shows successful cases where orchestrated efforts resulted in sustainable outcomes, thus providing empirical evidence for the potential of hybrid organizing to effectively address grand challenges.

5. Conclusion

This research contributes to the understanding of hybrid organizing by highlighting the orchestration role in driving collective hybridity and addressing grand challenges. It shows that orchestration activities are at the heart of enabling engagement, collaboration, and tension management to make large-scale solutions possible. The findings thus challenge the conventional view of individual organizational efforts and underscore the importance of collective action. Nevertheless, this study focuses on Latin American stock exchanges, which limits generalizability; hence, further research should explore diverse contexts. By furthering theoretical and practical knowledge about hybrid organizing, this study highlights the prospects for concerted action that leads to influential solutions to challenging problems of a global nature.

This research significantly enhances our understanding of hybrid organizing by emphasizing the critical orchestration role that drives collective hybridity while also addressing grand challenges that societies face today. The study reveals that orchestration activities are fundamental to fostering engagement, promoting collaboration, and effectively managing tensions, all of which are essential for facilitating the development of large-scale solutions. Consequently, the findings challenge the traditional perspective that focuses solely on individual organizational efforts and highlight the crucial importance of collective action in achieving meaningful outcomes. However, it is important to note that this study primarily concentrates on Latin American stock exchanges, which consequently limits the generalizability of the results; therefore, future research should seek to

explore a variety of different contexts. By advancing both theoretical and practical knowledge regarding hybrid organizing, this study illuminates the possibilities for concerted action that can lead to impactful solutions for complex problems of a global scale.

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