

# FIGURE 1

# Categorization of Organizational Tensions

# Learning::Belonging

Conflicts between the need for adaptation and change and the desire to retain an ordered sense of self and purpose

(e.g., Fiol, 2002; Ibarra, 1999; O'Mahony & Bechky, 2006)

# Belonging

Identity fosters tensions between the individual and the collective and between competing values, roles, and memberships

(e.g., Badaracco, 1998; Brewer, 1991; Huy, 2002; Markus & Kitayama, 1991; Pratt & Foreman, 2000) Building capabilities for the future

## Performing::Belonging

Clash between identification and goals as actors negotiate individual identities with social and occupational demands

(e.g., Dukerich, Golden, & Shortell, 2002; Kreiner, Hollensbe, & Sheep, 2006)

# Learning

Efforts to adjust, renew, change, and innovate foster tensions between building upon and destroying the past to create the future

(e.g., March, 1991; Senge, 1990; Weick & Quinn 1999)

#### Belonging::Organizing

Tensions between the individual and the aggregate, individuality vs. collective action

(e.g., Andriopoulos & Lewis, 2009: Dweck, 2006: Tushman & O'Reilly, 1996)

(e.g., Murnighan & Conlon, 1991; Smith & Berg, 1987)

while ensuring success in the present

## Learning::Performing

## Performing

Plurality fosters multiple and competing goal as stakeholders seek divergent organizational success

(e.g., Denis, Langley, & Rouleau, 2007; Donaldson & Preston, 1995; Jarzabkowski & Sillince, 2007; Margolis & Walsh, 2003)

## Learning::Organizing

Organizational routines and capabilities seek stability, clarity, focus, and efficiency while also enabling dynamic, flexible, and agile outcomes

(e.g., Eisenhardt & Martin, 2000; Teece & Pisano, 1994)

#### Organizing

Structuring and leading foster collaboration and competition, empowerment and direction, and control and flexibility

(e.g., Adler, Goldoftas, & Levine, 1999; Denison, Hooijberg, & Quinn, 1995; Flynn & Chatman, 2001; Ghemawat & Costa, 1993; Luscher & Lewis, 2008; Siggelkow & Levinthal, 2003)

## Performing::Organizing

Interplay between means and ends, employee vs. customer demands, high commitment vs. high performance

(e.g., Eisenstat, Beer, Foote, Fredberg, & Norrgren, 2008; Gittell, 2004; Kaplan & Norton, 1996)