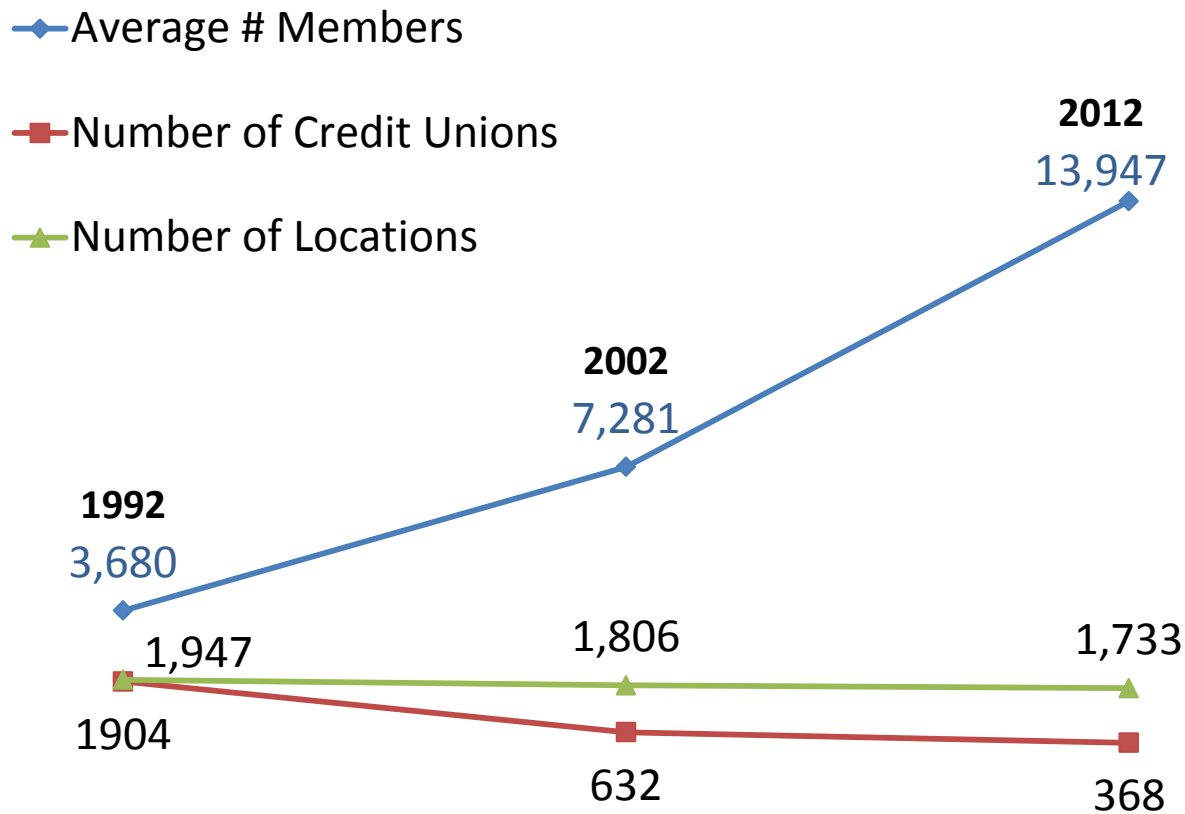


# INSTITUTIONAL LOGICS IN A CANADIAN CREDIT UNION: SENIOR LEADER PERCEPTIONS AND RESPONSES

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# CANADIAN CREDIT UNION TRENDS



## CREDIT UNION PRESSURES



## RESEARCH QUESTION

How do credit union decision makers perceive and respond to these very different mindsets?



## INSTITUTIONAL LOGICS

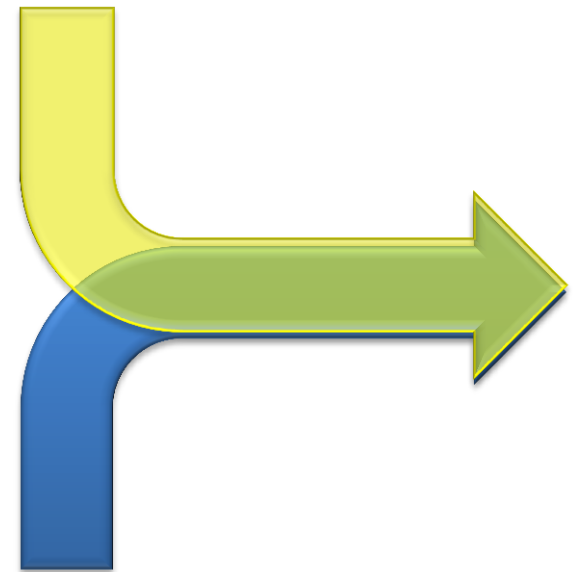
Institutional logics are “socially constructed, historical patterns of material practices, assumptions, values, beliefs and rules” that shape behaviour.

(Thornton & Ocasio, 1999: 804)

## HYBRID ORGANIZATIONS

“Organizations that are able to integrate competing logics in unprecedented ways.”

(Scott 2001)



## METHODOLOGY

- **13 Interviews**
  - Entire Senior management team
  - 5 Board of Directors representatives
- **Semi-structured**
  - Grounded Theory
  - 1 Hour



## POSSIBILITIES

- **2 Logics – no conflict**
  - Disconnected (functional or means-ends decoupling)
  - Complimentary
- **2 Logics – conflict exists**
  - One dominant logic
  - Constructive tensions
- **1 Logic**
  - Merging of logics (compromise)
  - New logic



## IMPLICATIONS

- **Government Policy**
  - Impact of regulatory direction
- **Credit Union Strategic Decision Making and Governance**
  - Ensuring member's preferred state of balance
  - Differentiation Strategy

THANK YOU!

I welcome all your questions and sincerely appreciate any feedback.