CONTENTS

List of Figures ix
List of Tables x
List of Contributors xi

Introduction: Organizational Identity, Mapping Where We Have Been, Where We Are, and Where We Might Go 1
MICHAEL G. PRATT, MAJKEN SCHULTZ, BLAKE E. ASHFORTH, AND DAVIDE RAVASI

SECTION I MAPPING THE ORGANIZATIONAL IDENTITY (OI) FIELD

1. Great Debates in Organizational Identity Study 21
   DENNIS A. GIOIA AND AIMEE L. HAMILTON

   PETER O. FOREMAN AND DAVID A. WHETTEN

3. Organizational Identity, Culture, and Image 65
   DAVIDE RAVASI

4. Organizational, Subunit, and Individual Identities: Multilevel Linkages 79
   BLAKE E. ASHFORTH

5. Organizational Identity Change and Temporality 93
   MAJKEN SCHULTZ

6. Hybrid and Multiple Organizational Identities 106
   MICHAEL G. PRATT
SECTION II CRITICAL PERSPECTIVES ON OI

7. Organizational Identity and Organizational Identity Work as Valuable Analytical Resources
TONY J. WATSON

8. Organizational Identity: The Significance of Power and Politics
KATE KENNY, ANDREA WHITTLE, AND HUGH WILLMOTT

MATS ALVESSON AND MAXINE ROBERTSON

SECTION III INTEGRATIVE MODELS OF OI

10. Optimal Distinctiveness Revisited: An Integrative Framework for Understanding the Balance between Differentiation and Conformity in Individual and Organizational Identities
EZRA ZUCKERMAN

11. Bridging and Integrating Theories on Organizational Identity: A Social Interactionist Model of Organizational Identity Formation and Change
JOEP P. CORNELISSEN, S. ALEXANDER HASLAM, AND MIRJAM D. WERNER

SECTION IV HOW INDIVIDUALS RELATE TO OI

12. How Do We Communicate Who We Are? Examining How Organizational Identity Is Conveyed to Members
BETH S. SCHINOFF, KRISTIE M. ROGERS, AND KEVIN G. CORLEY

13. Mobilizing Organizational Action against Identity Threats: The Role of Organizational Members’ Perceptions and Responses
JENNIFER L. PETRIGLIERI AND BETH A. DEVINE

14. Organizational Identity and the Undesired Self
KIMBERLY D. ELSBACH AND JANET M. DUKERICH

15. Organizational Identity Work
GLEN E. KREINER AND CHAD MURPHY
SECTION V SOURCES AND PROCESSES OF OI

16. Re-Membering: Rhetorical History as Identity Work
   ROY SUDDABY, WILLIAM M. FOSTER,
   AND CHRISTINE QUINN TRANK

17. Materiality and Identity: How Organizational Products,
   Artifacts, and Practices Instantiate Organizational Identity
   LEE WATKISS AND MARY ANN GLYNN

18. Making Sense of Who We Are: Leadership and
   Organizational Identity
   DAAN VAN KNIPPENBERG

SECTION VI OI AND THE ENVIRONMENT

19. Organizational Identity in Institutional Theory: Taking Stock and
   Moving Forward
   NELSON PHILLIPS, PAUL TRACEY, AND MATT KRAATZ

20. Institutional Pluralism, Inhabitants, and the Construction
    of Organizational and Personal Identities
    RICH DEJORDY AND W. E. DOUGLAS CREED

21. Organizational Identity and Institutional Forces: Toward
    an Integrative Framework
    MARYA L. BESHAROV AND SHELLEY L. BRICKSON

SECTION VII IMPLICATIONS OF OI

22. Organizational Identity and Innovation
    CALLEN ANTHONY AND MARY TRIPSAS

23. Planned Organizational Identity Change: Insights from Practice
    MAMTA BHATT, Cees B. M. van RIEL, AND MARIJKE BAUMANN

24. Identity Construction in Mergers and Acquisitions: A Discursive
    Sensemaking Perspective
    JANNE TIENARI AND EERO VAARA
25. Fostering Stakeholder Identification through Expressed Organizational Identities 474
   CAROLINE A. BARTEL, CINDI BALDI, AND JANET M. DUKERICH

Conclusion: On the Identity of Organizational Identity. Looking Backward toward the Future 494
   MICHAEL G. PRATT, BLAKE E. ASHFORTH, MAJKEN SCHULTZ, AND DAVIDE RAVASI

Author Index 501
Subject Index 505