

# Bricolage in organisations aiming for social change

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*New Media Concepts for the Third Sector*

**social**

research

**entrepreneurship**

# Your guide today: Eeva Houtbeckers

- PhD research since 2010
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# Agenda

- Aiming for social change
  - Social entrepreneurship
- The everyday practices of social change
  - Social bricolage
  - A framework for understanding the practice of change

AIMING FOR SOCIAL CHANGE:  
SOCIAL ENTREPRENEURSHIP

**SOCIAL  
ENTREPRENEURSHIP?**

**THE  
MEANING OF  
LIFE IS** 42 **.**

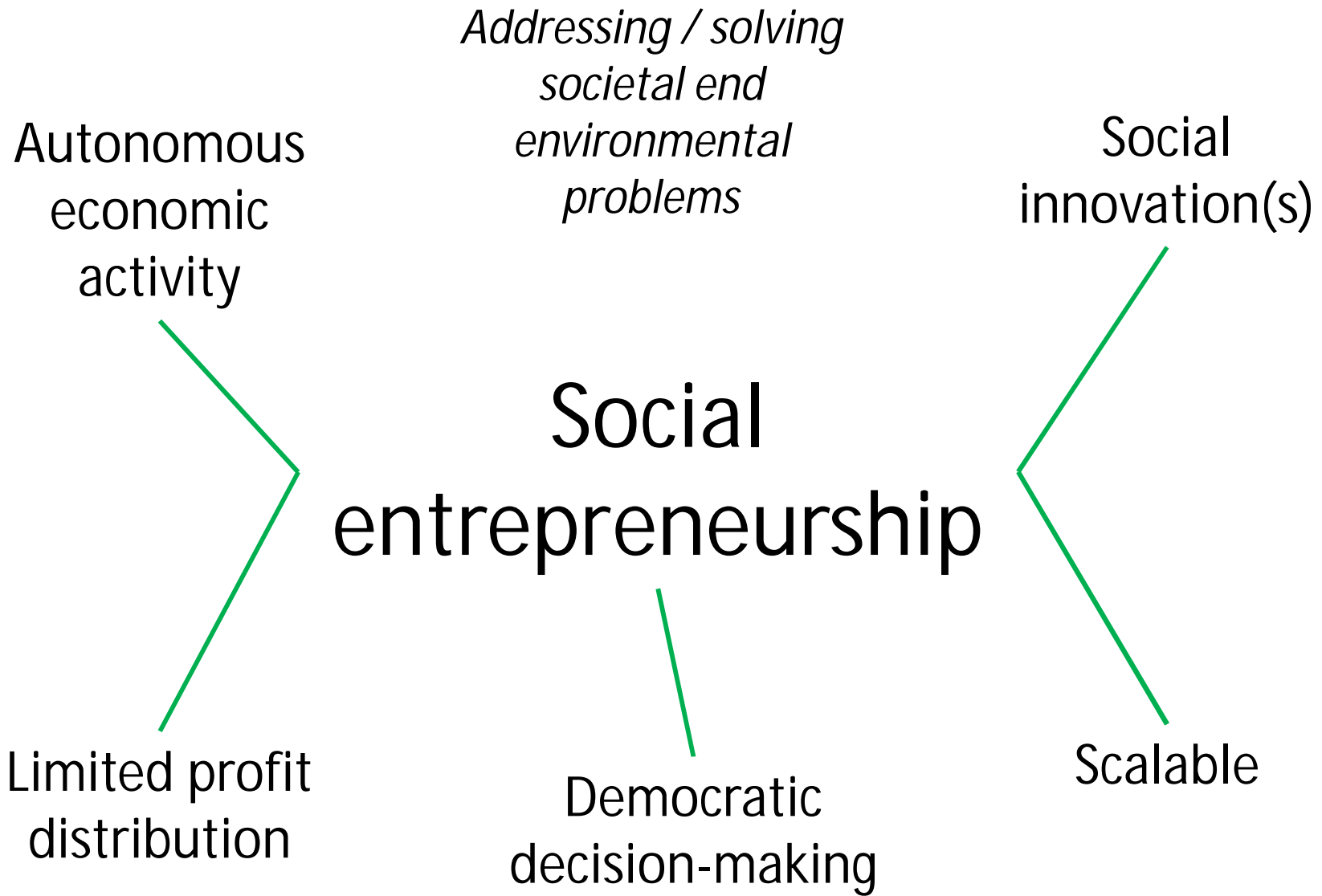
WTF?

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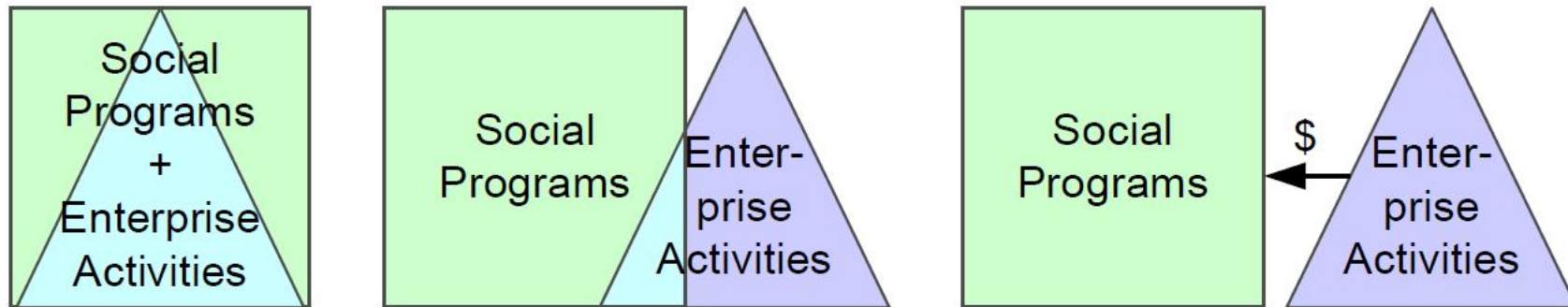
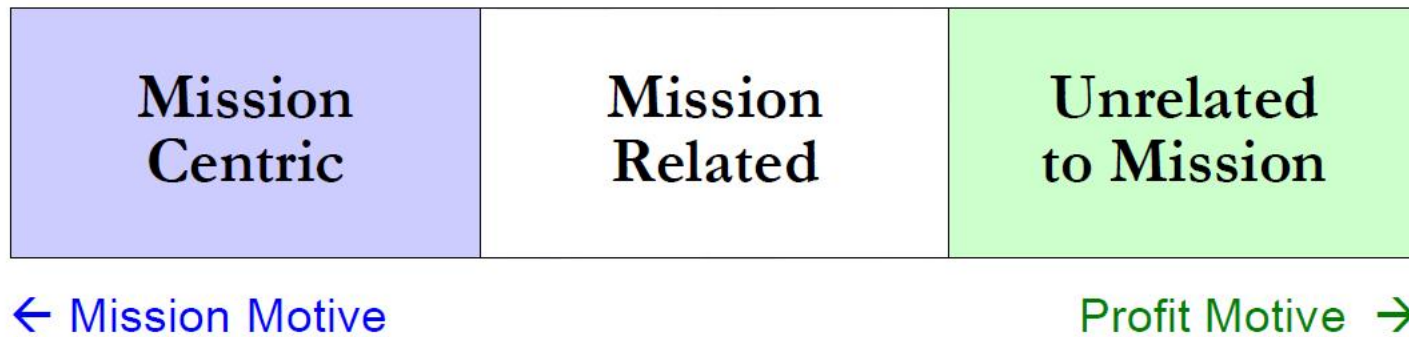
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# Profits and mission of SE



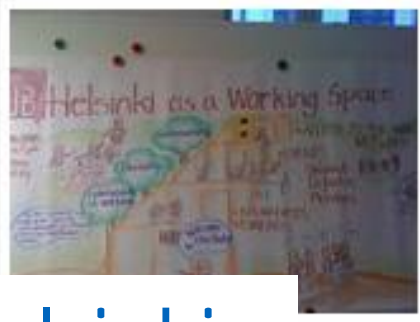
Source: Kim Atler (2007) *Social Enterprise Typology*

# In order to achieve change...

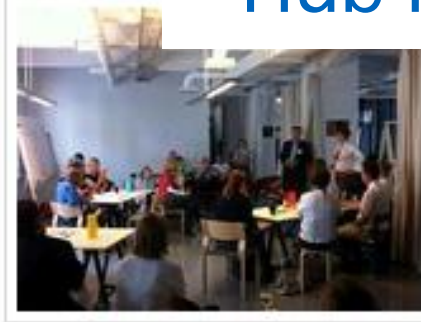
- “changing practice requires changing more than people – it requires changing (at least) the cultural and discursive fields -- the social fields -- and the material-economic fields”  
(Kemmis 2009, 26)
  - Cultural-discursive: What is considered normal?
  - Social: In interaction between people
  - Material-economic: How normal is being conducted with material and economic means?



# THE EVERYDAY PRACTICES OF SOCIAL CHANGE



# Hub Helsinki





Photos: E. Houtbeckers & Hub Helsinki  
Facebook group

# How Hub Helsinki tries to...

- ... change "the cultural and discursive fields -- the social fields -- and the material-economic fields"? (Kemmis 2009, 26)
  - Change-makers should be able to work together in an affordable and inspiring space
  - Interaction needs trust
  - Knowledge is capitalised collectively
- How is it done in everyday life?
  - Houtbeckers , E. (2012). *Bricolage in the everyday life of Hub Helsinki*. The Finnish Social Enterprise Research Network first conference FinSERN1 proceedings.

# Social bricolage

(Di Domenico et al. 2010)

1. Making do with limited resources available and creating something from nothing for a social end
2. Refusal to be constrained by limitations imposed by pervading environmental constraints in pursuit of social goal
3. Improvisation to enable active pursuit of social purpose
4. Creation of social value
5. Stakeholder participation
6. Persuasion of other significant actors to leverage acquisition of new resources and support

# Do they achieve social change?

1. Making do
  - Recycling & crow-funding & volunteers
2. Refusal
  - Act first, evaluate after
3. Improvisation
  - Loose hierarchies; Those who can act, decide
4. Creation of social value
  - A forum for experimentation
5. Stakeholder participation
  - Wildly networked
6. Persuasion
  - Close relationships to significant institutional and political actors

# Example of social impact assessment

- A project on Social Impact Visualisation
  - However, not enough resources for rapid development
- Yet no agreed formal tools
- Informal social impact assessment takes place constantly
  - hosts, personnel of Hub, members
- Impact assessment against the mission by people involved
  - The shared mission exists but details vary depending on who you ask

# Social change in practice: Action research

	Reconstructive	Constructive
Discourse among participants	4 Reflect →	1 Plan
Practice In the social context	↑ 3 Observe ←	↓ 2 Act

Source: Carr & Kemmis (1986, 186)



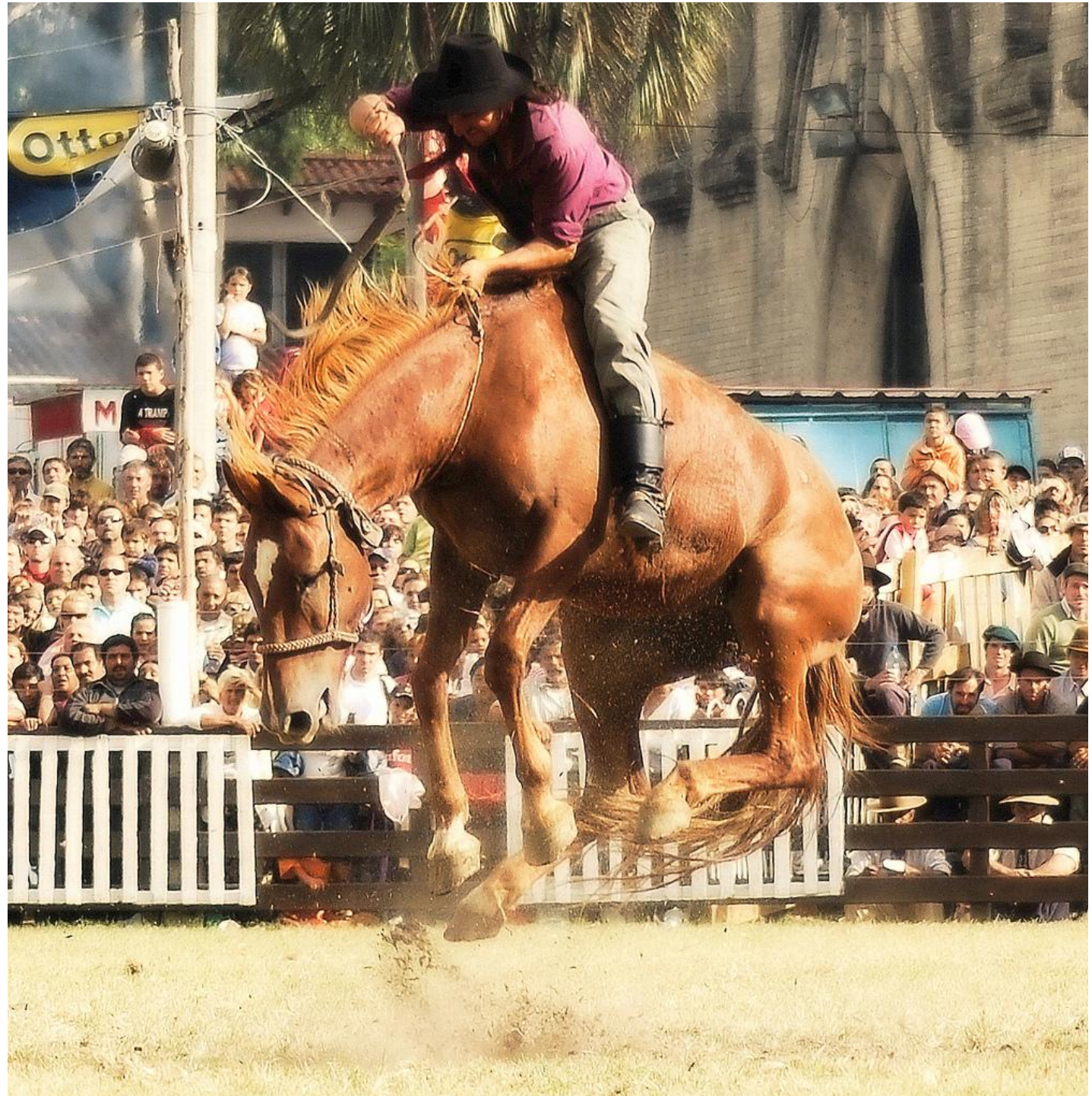
*"They needn't be founders of new organizations to have an impact on the world.*

*But they should be founders of their careers."*

- Lara Galinsky

19.7.2012 in Not Everyone Should  
Be a Social Entrepreneur,  
HBR Blog Network

All the  
best  
with  
your  
project!



# References

- Di Domenico L, Haugh H and Tracey P. (2010). Social bricolage: Theorizing social value creation in social enterprises. *Entrepreneurship Theory & Practice*, 34(4), 681–703.
- Kemmis, S. (2009) Understanding Professional Practice: A synoptic framework. In: B. Green (Ed.) *Understanding and Researching Professional Practice*. Rotterdam: Sense, 19-38. Available at: <https://www.sensepublishers.com/files/9789087907327PR.pdf>

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