

Influential Article Review - Understanding Organizations Built for Community Collaboration

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This paper examines economy. We present insights from a highly influential paper. Here are the highlights from this paper: In this article, I examine collaborative organizational forms in terms of their institutional properties and the mechanisms by which they solve the universal problems of organizing. Based on three ideal forms—markets, hierarchies, and communities—I propose a framework for analyzing and mapping organizational forms. The framework expands our understanding of the ideal forms and derives a set of analytically distinct hybrids at the intersection of the ideal types. The framework also specifies the main conditions that drive organizations to change form and move toward another hybrid or ideal form. The theoretical review of collaborative organizational forms is illustrated and informed by three empirical cases of new forms within the domains of drug discovery, software development, as well as professional services. Further, I discuss plural forms and the role of hierarchy in collaborative forms. Finally, I outline implications for research and practice in terms of comparative analysis of organizational forms, the role of crowds, as well as the interplay between new technologies and new organizational forms. For our overseas readers, we then present the insights from this paper in Spanish, French, Portuguese, and German.

Keywords: Collaborative organizational forms, Community, Market, Hierarchy, Hybrid, Crowd, Plural forms

SUMMARY

- In this article, I describe and explain collaborative organizational forms, i.e., communities and community-based hybrids, compare and contrast their institutional properties and organizational mechanisms with those of markets and hierarchies. I synthesize the findings in an analytical framework based on three ideal forms—markets, hierarchies, and communities showing that including community as the third ideal type is necessary and useful for analyzing and understanding collaborative organizational forms. The framework allows us to derive a set of analytically distinct hybrids at the intersection of each pair of the ideal types or even all three combined. It also helps us understand the conditions driving an organization from one form toward another. I place particular emphasis on the variety and characteristics of new collaborative forms at the community end of the triangular framework in the theoretical review and in exploring three empirical cases

within the domains of drug discovery, design and software development, as well as professional services. Studies of other organizational forms show that trust and formal governance can have both complementing and substituting effects on each other. In communities, one can expect formal, yet non-hierarchical, mechanisms to enable and enhance trust as suggested by recent studies. Further research is needed to decipher the relationship between formal, non-hierarchical governance and trust in communities under different conditions.

- Any conceptual framework is a simplified representation of the world. While capturing significantly more of the variation than the classic market-hierarchy framework, to illustrate the full variety of hybrid forms within a triangular plane is also a simplification. It is more likely a multidimensional space that would allow for nearly limitless variation in hybrid forms.
- The study contributes to the literature on configurational approaches to organizational analysis. The ideal types are organizational configurations—commonly occurring multidimensional constellations of conceptually distinct organizational characteristics. OSDD did the latter, utilizing the competence and capacity of contributors from undergraduate students to world-class scientists. There is increasing recognition of the potential for utilizing crowdsourcing mechanisms also within more conventional organizations, which the Accenture internal online labor market for micro tasks discussed above indicates. More research is needed on how crowd composition may influence the organization design and vice versa.
- Third, new technology is an important source of novel solutions to the problems of organizing and as Burns and Stalker stated: «Technical progress and organizational development are aspects of the same trend in human affairs.» We have observed this in the recent past and the pace of technology development is not slowing. New technologies, such as artificial intelligence and distributed ledger technology, are emerging and could significantly impact economic organization and spur new forms of organizing.
- Many researchers and futurists expect artificial intelligence—technologies that sense, comprehend, act, and learn—to revolutionize work and society over the next two decades. The combination of AI and mobile robotics will make it possible to automate many types of manual and cognitive work—particularly of the routine type.

HIGHLY INFLUENTIAL ARTICLE

We used the following article as a basis of our evaluation:

Kolbjørnsrud, V. (2018). Collaborative organizational forms: on communities, crowds, and new hybrids. *Journal of Organization Design*, 7(1), 1–21.

This is the link to the publisher's website:

<https://jorgdesign.springeropen.com/articles/10.1186/s41469-018-0036-3>

INTRODUCTION

New collaborative organizational forms such as collaborative communities, crowd contests, as well as holacracy and other forms of self-governance are emerging (Adler et al. 2008; Bernstein et al. 2016; Lakhani et al. 2013). Powered by digital technologies, they are transforming major industries and societal sectors such as software, transportation, hotels and accommodation, scientific discovery, healthcare, military operations, and are even changing how we source and organize knowledge and labor (Alberts et al. 1999; Autor 2001; Collins et al. 2003; Garud et al. 2008; Lerner and Tirole 2002).

The literature refers to these by a plethora of overlapping terms and concepts (Child and McGrath 2001; Schreyögg and Sydow 2010) for collaborative organizational forms such as the I-form (Miles et al. 2009), the virtual organization (Handy 1995; Mowshowitz 1994), the C-form (Seidel and Stewart 2011), bazaar governance (Demil and Lecocq 2006), the collaborative community (Heckscher and Adler 2006;

Snow et al. 2011), the meta-organization (Gulati et al. 2012), and actor-oriented organizations (Fjeldstad et al. 2012). Echoing calls for research and theory on adaptive, self-organizing, and innovative organizations (e.g., Child and McGrath 2001; Daft and Lewin 1993; Schreyögg and Sydow 2010), there is a need for a systematic way for scholars and practitioners to discuss, analyze, and design collaborative organizational forms as well as to understand the dynamism and heterogeneity contemporary organizations demonstrate. Further, organizations mix and match mechanisms from a variety of forms into new, rapidly evolving hybrids—of which some are radically different from the conventional market-hierarchy hybrids known from the classic economic organization literature (e.g., Shah 2006). We need a better understanding of the distinctive design properties of collaborative organizational forms including new collaborative hybrids. In particular, we need a coherent framework to describe, analyze, and conceptualize collaborative organizational forms and how they relate to conventional designs.

In this study, I examine collaborative organizational forms, understood as communities and community-based hybrids, in terms of their institutional properties and the mechanisms by which they solve the universal problems of organizing and compare and contrast them with markets and hierarchies. Based on the three ideal forms—markets, hierarchies, and communities—as advanced by Adler (2001), I propose a framework for analyzing and mapping organizational designs. This study contributes to economic organization and organization theory by specifying ideal forms across a parsimonious set of dimension and deriving a set of analytically distinct hybrids at the intersection of the ideal types. It also contributes by identifying the main conditions that drive organizations' change of form. The theoretical discussion on community-based forms is illustrated by three short empirical cases within the domains of drug discovery, software development, as well as professional services. I also discuss plural forms and the role of hierarchy in collaborative forms. Finally, I outline implications for research and practice in terms of comparative analysis of organizational forms, the role of crowds, as well as technology as enabler for new organizational forms.

CONCLUSION

In this study, I have discussed a variety of new collaborative organizational forms that have emerged over the last couple of decades. It is hard to predict the future but there is little reason to expect that the pace of change will decelerate, quite the contrary. It is truly exciting times for organization scholars and practitioners as the means available for crafting new organizational forms are rapidly expanding—creating new opportunities and challenges. I hope that my review, synthesis, and proposals are able to inform and inspire further experimentation and research on new organizational forms.

APPENDIX

FIGURE 1
MAP OF ORGANIZATIONAL FORMS WITH ILLUSTRATIVE EXAMPLES

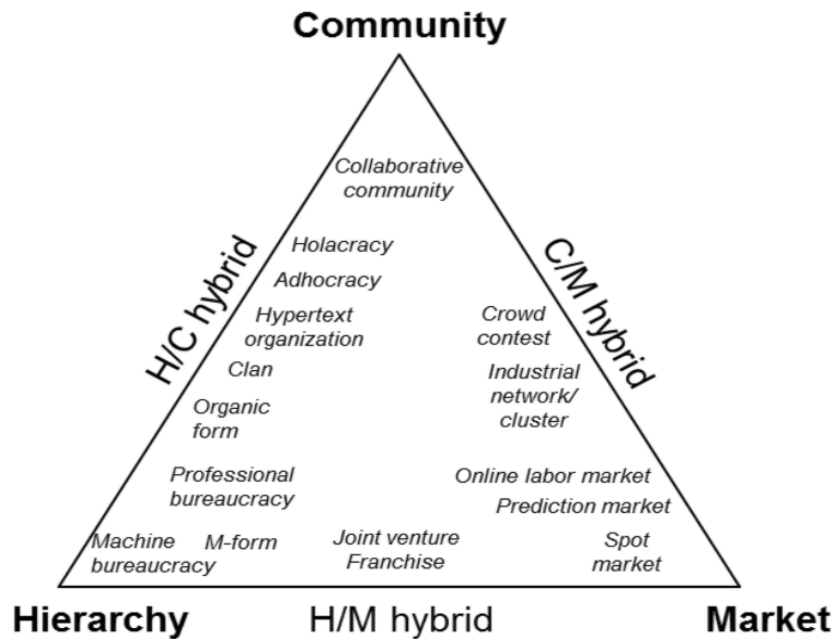


FIGURE 2
FORCES DRIVING CHANGE IN ORGANIZATIONAL FORM

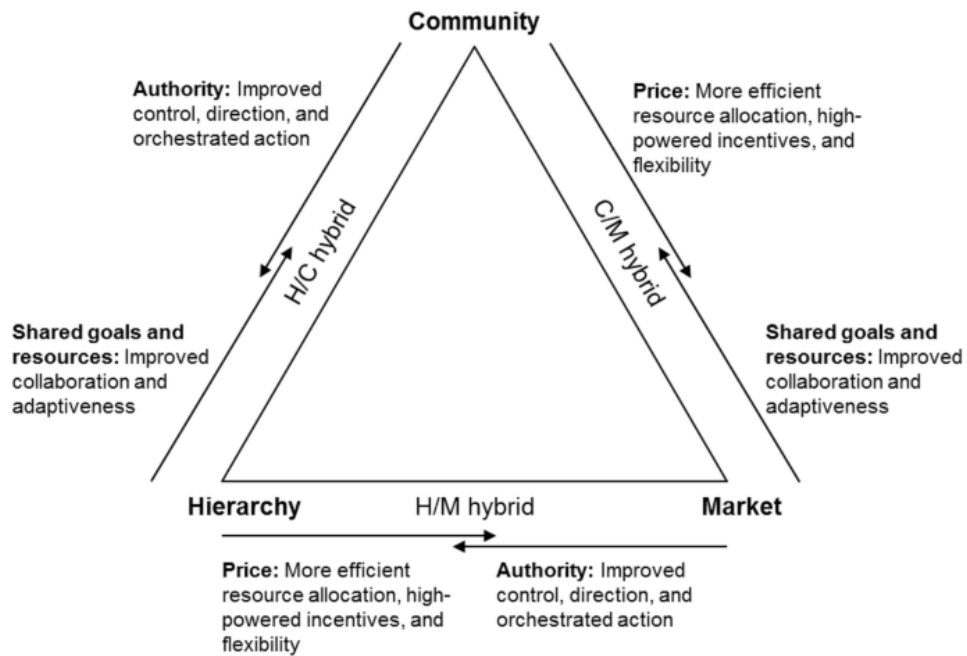


TABLE 1
THE THREE IDEAL ORGANIZATIONAL FORMS: CORE INSTITUTIONAL PROPERTIES

	Market	Hierarchy	Community
Locus of design	Market institutions, contracts	Authority structure	Values, rules, and protocols
Goals	Actor-specific goals	Owner's goals, efforts to achieve goal alignment among actors/organizational members	Shared goals and values
Resource ownership; property rights regime	Actors own resources (and can exchange them); private-property regime	Owner/organization owns resources; private-property regime	Shared resources in commons; common-property regime
Affiliation	Market contract	Employment	Membership

TABLE 2
THE THREE IDEAL ORGANIZATIONAL FORMS: SOLUTIONS TO THE UNIVERSAL PROBLEMS OF ORGANIZING

		Market	Hierarchy	Community
Task division	Task division	Scope of transacted good typically set by buyer, division of tasks to provide good by supplier	Managerial decision (authority), centralized	Distributed identification and division of tasks by general members
Task allocation	Assignment	Bidding/price, decentralized in dyads (can be facilitated by centralized platforms)	Managerial decision (authority), centralized	Self-assignment, decentralized (can be facilitated by centralized platforms)
	Resource allocation	Price mechanism	Managerial decision (authority)	Actor-based mobilization of shared resources in commons
	Quality/task approval by	Customer	Manager	Peer
Reward distribution	Incentives	Compensation for outputs via price mechanism (strong)	Typically compensation for inputs (e.g., time) (weak)	Benefits from use of complementary, non-rival goods; other intrinsic and extrinsic rewards (weak)
Information provision	Information flow	Via networks, information intermediaries (private and public)	Directed, primarily vertical	Transparent, via networks and commons
	Information aggregation via	Price mechanism, market intermediaries and information aggregators	Hierarchical channels	Commons, collective problem, and solution representations

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TRANSLATED VERSION: SPANISH

Below is a rough translation of the insights presented above. This was done to give a general understanding of the ideas presented in the paper. Please excuse any grammatical mistakes and do not hold the original authors responsible for these mistakes.

VERSION TRADUCIDA: ESPAÑOL

A continuación se muestra una traducción aproximada de las ideas presentadas anteriormente. Esto se hizo para dar una comprensión general de las ideas presentadas en el documento. Por favor, disculpe cualquier error gramatical y no responsabilite a los autores originales de estos errores.

INTRODUCCIÓN

Están surgiendo nuevas formas organizativas colaborativas como comunidades colaborativas, concursos de multitudes, así como holocracia y otras formas de autogobierno (Adler et al. 2008; Bernstein et al. 2016; 2013). Impulsados por las tecnologías digitales, están transformando las principales industrias y sectores sociales como el software, el transporte, los hoteles y el alojamiento, el descubrimiento científico, la salud, las operaciones militares, e incluso están cambiando la forma en que obtenemos y organizamos el conocimiento y la mano de obra (Alberts et al. 1999; Autor 2001; 2003; 2008; Lerner y Tirole 2002).

La literatura se refiere a ellos por una plétora de términos y conceptos superpuestos (Child y mcgrath 2001; Para formas organizativas colaborativas como la I-form (Miles et al. 2009), la organización virtual (Handy 1995; Mowshowitz 1994), la forma C (Seidel y Stewart 2011), la gobernanza del bazar (Demil y Lecoq 2006), la comunidad colaborativa (Heckscher y Adler 2006; 2011), la meta-organización (Gulati et al. 2012) y las organizaciones orientadas a actores (Fjeldstad et al. 2012). Ecosigífise en investigación y teoría sobre organizaciones adaptativas, autoorganizativas e innovadoras (por ejemplo, Child y mcgrath 2001; Daft y Lewin 1993; Es necesario que los académicos y los profesionales discutan, analicen y diseñen formas organizativas colaborativas, así como para comprender el dinamismo y la heterogeneidad que demuestran las organizaciones contemporáneas. Además, las organizaciones mezclan y combinan mecanismos de una variedad de formas en híbridos nuevos y en rápida evolución, de los cuales algunos son radicalmente diferentes de los híbridos convencionales de jerarquía de mercado conocidos de la literatura clásica de la organización económica (por ejemplo, Shah 2006). Necesitamos una mejor comprensión de las propiedades distintivas del diseño de las formas organizativas colaborativas, incluidos los nuevos

híbridos colaborativos. En particular, necesitamos un marco coherente para describir, analizar y conceptualizar las formas organizativas colaborativas y cómo se relacionan con los diseños convencionales.

En este estudio, examino formas organizativas colaborativas, entendidas como comunidades e híbridos comunitarios, en términos de sus propiedades institucionales y los mecanismos por los cuales resuelven los problemas universales de organizarlos y compararlos y contrastarlos con mercados y jerarquías. Basándome en las tres formas ideales (mercados, jerarquías y comunidades) avanzadas por Adler (2001), propongo un marco para analizar y mapear los diseños organizativos. Este estudio contribuye a la organización económica y la teoría de la organización mediante la especificación de formas ideales a través de un conjunto parsimonioso de dimensiones y la derivación de un conjunto de híbridos analíticamente distintos en la intersección de los tipos ideales. También contribuye identificando las principales condiciones que impulsan el cambio de forma de las organizaciones. El debate teórico sobre las formas basadas en la comunidad se ilustra con tres casos empíricos cortos dentro de los ámbitos del descubrimiento de fármacos, el desarrollo de software y los servicios profesionales. También analizo de las formas plurales y del papel de la jerarquía en las formas colaborativas. Por último, esbozo las implicaciones para la investigación y la práctica en términos de análisis comparativo de las formas organizativas, el papel de las multitudes, así como la tecnología como facilitador de nuevas formas organizativas.

CONCLUSIÓN

En este estudio, he discutido una variedad de nuevas formas organizativas colaborativas que han surgido en las últimas dos décadas. Es difícil predecir el futuro, pero hay pocas razones para esperar que el ritmo del cambio se desacelere, todo lo contrario. Es realmente emocionante para los académicos y profesionales de la organización, ya que los medios disponibles para la elaboración de nuevas formas organizativas se están expandiendo rápidamente, creando nuevas oportunidades y desafíos. Espero que mi revisión, síntesis y propuestas sean capaces de informar e inspirar más experimentación e investigación sobre nuevas formas organizativas.

TRANSLATED VERSION: FRENCH

Below is a rough translation of the insights presented above. This was done to give a general understanding of the ideas presented in the paper. Please excuse any grammatical mistakes and do not hold the original authors responsible for these mistakes.

VERSION TRADUITE: FRANÇAIS

Voici une traduction approximative des idées présentées ci-dessus. Cela a été fait pour donner une compréhension générale des idées présentées dans le document. Veuillez excuser toutes les erreurs grammaticales et ne pas tenir les auteurs originaux responsables de ces erreurs.

INTRODUCTION

De nouvelles formes organisationnelles collaboratives telles que les communautés collaboratives, les concours de foule, ainsi que l'holacracy et d'autres formes d'autonomie gouvernementale émergent (Adler et coll. 2008; Bernstein et coll. 2016; Lakhani et coll. 2013). Alimentés par les technologies numériques, ils transforment les grandes industries et les secteurs sociétaux tels que les logiciels, les transports, l'hôtellerie et l'hébergement, la découverte scientifique, les soins de santé, les opérations militaires, et changent même la façon dont nous nous approvisionnons et organisons le savoir et le travail (Alberts et al., 1999; Autor 2001; Collins et coll. 2003; Garud et coll. 2008; Lerner et Tirole 2002).

La littérature se réfère à ceux-ci par une pléthore de termes et de concepts qui se chevauchent (Child et McGrath, 2001; Schreyögg et Sydow 2010) pour des formes organisationnelles collaboratives telles que le I-form (Miles et al. 2009), l'organisation virtuelle (Handy, 1995; Mowshowitz 1994), la forme C (Seidel

et Stewart 2011), la gouvernance de bazar (Demil et Lecocq 2006), la communauté collaborative (Heckscher et Adler 2006 ; Snow et coll. 2011), la méta-organisation (Gulati et al., 2012) et les organisations axées sur les acteurs (Fjeldstad et al., 2012). Faire écho aux appels à la recherche et à la théorie sur les organisations adaptatives, auto-organisées et novatrices (p. Ex., Child et mcgrath, 2001; Daft et Lewin, 1993; Schreyögg et Sydow 2010), il est nécessaire de parer systématiquement aux chercheurs et aux praticiens de discuter, d'analyser et de concevoir des formes organisationnelles collaboratives ainsi que de comprendre le dynamisme et l'hétérogénéité que les organisations contemporaines démontrent. De plus, les organisations mélangent et assortis des mécanismes allant d'une variété de formes en nouveaux hybrides en évolution rapide, dont certains sont radicalement différents des hybrides conventionnels de hiérarchie du marché connus de la littérature classique de l'organisation économique (p. Ex., Shah, 2006). Nous avons besoin d'une meilleure compréhension des propriétés de conception distinctives des formes organisationnelles collaboratives, y compris les nouveaux hybrides collaboratifs. En particulier, nous avons besoin d'un cadre cohérent pour décrire, analyser et conceptualiser les formes organisationnelles collaboratives et leur rapport aux conceptions conventionnelles.

Dans cette étude, j'examine les formes organisationnelles collaboratives, comprises comme des communautés et des hybrides communautaires, en termes de leurs propriétés institutionnelles et des mécanismes par lesquels ils résolvent les problèmes universels d'organisation et de comparaison et de contraste avec les marchés et les hiérarchies. Basé sur les trois formes idéales — marchés, hiérarchies et communautés — telles qu'avancées par Adler (2001), je propose un cadre pour analyser et cartographier les conceptions organisationnelles. Cette étude contribue à la théorie de l'organisation et de l'organisation économiques en spécifiant les formes idéales à travers un ensemble parcimonieux de dimension et en dérivant un ensemble d'hybrides analytiquement distincts à l'intersection des types idéaux. Il contribue également en identifiant les principales conditions qui sont à l'image du changement de forme des organisations. La discussion théorique sur les formes communautaires est illustrée par trois courts cas empiriques dans les domaines de la découverte de médicaments, du développement de logiciels, ainsi que des services professionnels. Je discute également des formes plurielles et du rôle de la hiérarchie sous des formes collaboratives. Enfin, j'expose les implications pour la recherche et la pratique en termes d'analyse comparative des formes organisationnelles, le rôle des foules, ainsi que la technologie en tant que facilitateur pour les nouvelles formes organisationnelles.

CONCLUSION

Dans cette étude, j'ai discuté d'une variété de nouvelles formes d'organisation collaborative qui ont vu le jour au cours des deux dernières décennies. Il est difficile de prédire l'avenir, mais il y a peu de raisons de s'attendre à ce que le rythme du changement décélère, bien au contraire. C'est une époque vraiment excitante pour les universitaires et les praticiens de l'organisation, car les moyens disponibles pour élaborer de nouvelles formes organisationnelles se développent rapidement, ce qui crée de nouvelles possibilités et de nouveaux défis. J'espère que mon examen, ma synthèse et mes propositions seront en mesure d'éclairer et d'inspirer d'autres expérimentations et recherches sur les nouvelles formes organisationnelles.

TRANSLATED VERSION: GERMAN

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ÜBERSETZTE VERSION: DEUTSCH

Hier ist eine ungefähre Übersetzung der oben vorgestellten Ideen. Dies wurde getan, um ein allgemeines Verständnis der in dem Dokument vorgestellten Ideen zu vermitteln. Bitte entschuldigen Sie alle grammatikalischen Fehler und machen Sie die ursprünglichen Autoren nicht für diese Fehler verantwortlich.

EINLEITUNG

Neue kollaborative Organisationsformen wie kollaborative Gemeinschaften, Crowd Contests sowie Holakratie und andere Formen der Selbstverwaltung entstehen (Adler et al. 2008; Bernstein et al. 2016; Lakhani et al. 2013). Angetrieben von digitalen Technologien transformieren sie wichtige Branchen und gesellschaftliche Sektoren wie Software, Transport, Hotels und Unterkünfte, wissenschaftliche Entdeckungen, Gesundheitswesen, Militäroperationen und verändern sogar die Art und Weise, wie wir Wissen und Arbeit beziehen und organisieren (Alberts et al. 1999; Autor 2001; Collins et al. 2003; Garud et al. 2008; Lerner und Tirole 2002).

Die Literatur bezieht sich auf diese durch eine Fülle von sich überschneidenden Begriffen und Begriffen (Child and mcgrath 2001; Schreyögg und Sydow 2010) für kollaborative Organisationsformen wie die I-Form (Miles et al. 2009), die virtuelle Organisation (Handy 1995; Mowshowitz 1994), die C-Form (Seidel und Stewart 2011), Basar-Governance (Demil und Lecocq 2006), die Kollaborationsgemeinschaft (Heckscher und Adler 2006; Snow et al. 2011), die Meta-Organisation (Gulati et al. 2012) und schauspielerorientierte Organisationen (Fjeldstad et al. 2012). Echoing fordert Forschung und Theorie zu adaptiven, selbstorganisierenden und innovativen Organisationen (z. B. Child und mcgrath 2001; Daft und Lewin 1993; Schreyögg und Sydow 2010) bedarf es einer systematischen Möglichkeit für Wissenschaftler und Praktiker, kollaborative Organisationsformen zu diskutieren, zu analysieren und zu gestalten sowie die Dynamik und Heterogenität zu verstehen, die zeitgenössische Organisationen zeigen. Darüber hinaus mischen und kombinieren Organisationen Mechanismen aus einer Vielzahl von Formen zu neuen, sich rasch entwickelnden Hybriden– von denen sich einige radikal von den konventionellen Markthierarchie-Hybriden unterscheiden, die aus der klassischen Wirtschaftsorganisationsliteratur (z.B. Shah 2006) bekannt sind. Wir brauchen ein besseres Verständnis der unverwechselbaren Designeigenschaften kollaborativer Organisationsformen, einschließlich neuer kollaborativer Hybriden. Insbesondere brauchen wir einen kohärenten Rahmen, um kollaborative Organisationsformen und deren Beziehung zu konventionellen Designs zu beschreiben, zu analysieren und zu konzeptionieren.

In dieser Studie betrachte ich kollaborative Organisationsformen, die als Gemeinschaften und gemeinschaftsbasierte Hybriden verstanden werden, im Hinblick auf ihre institutionellen Eigenschaften und die Mechanismen, mit denen sie die universellen Probleme der Organisation und des Vergleichs und der Vergleich mit Märkten und Hierarchien lösen. Basierend auf den drei idealen Formen – Märkte, Hierarchien und Communities –, wie sie von Adler (2001) entwickelt wurden, schlage ich einen Rahmen für die Analyse und Kartierung von Organisationsdesigns vor. Diese Studie trägt zur ökonomischen Organisations- und Organisationstheorie bei, indem ideale Formen über einen sparsamen Satz von Dimensionen festgelegt und eine Reihe von analytisch unterschiedlichen Hybriden am Schnittpunkt der idealen Typen abgeleitet werden. Sie trägt auch dazu bei, die wichtigsten Bedingungen zu ermitteln, die den Formwechsel von Organisationen vorantreiben. Die theoretische Diskussion über gemeinschaftsbasierte Formulare wird durch drei kurze empirische Fälle in den Bereichen Arzneimittelentdeckung, Softwareentwicklung sowie professionelle Dienstleistungen veranschaulicht. Ich bespreche auch Pluralformen und die Rolle der Hierarchie in kollaborativen Formen. Abschließend skizziere ich die Implikationen für Forschung und Praxis im Hinblick auf die vergleichende Analyse von Organisationsformen, die Rolle von Massen sowie Die Technologie als Ermöglicher neuer Organisationsformen.

SCHLUSSFOLGERUNG

In dieser Studie habe ich eine Vielzahl neuer kollaborativer Organisationsformen diskutiert, die in den letzten Jahrzehnten entstanden sind. Es ist schwer, die Zukunft vorherzusagen, aber es gibt wenig Grund zu der Erwartung, dass sich das Tempo des Wandels verlangsamen wird, ganz im Gegenteil. Es sind wirklich aufregende Zeiten für Wissenschaftler und Praktiker von Organisationen, da die Mittel, die für die Gestaltung neuer Organisationsformen zur Verfügung stehen, schnell erweitert werden – und neue Chancen und Herausforderungen schaffen. Ich hoffe, dass meine Überprüfung, Synthese und Vorschläge in der Lage sind, weitere Experimente und Forschungen über neue Organisationsformen zu informieren und anzuregen.

TRANSLATED VERSION: PORTUGUESE

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VERSÃO TRADUZIDA: PORTUGUÊS

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INTRODUÇÃO

Estão a emergir novas formas organizativas colaborativas, tais como comunidades colaborativas, concursos de multidões, bem como holocracia e outras formas de auto-governança (Adler et al. 2008; Bernstein et al. 2016; Lakhani et al. 2013). Movidos por tecnologias digitais, estão a transformar grandes indústrias e sectores sociais como software, transportes, hotéis e alojamentos, descobertas científicas, cuidados de saúde, operações militares, e estão mesmo a mudar a forma como fornecemos e organizamos o conhecimento e o trabalho (Alberts et al. 1999; Autor 2001; Collins et al. 2003; Garud et al. 2008; Lerner e Tirole 2002).

A literatura refere-se a estes por uma infinidade de termos e conceitos sobrepostos (Child and mcgrath 2001; Schreyögg e Sydow 2010) para formas organizacionais colaborativas como a I-form (Miles et al. 2009), a organização virtual (Handy 1995; Mowshowitz 1994), a forma C (Seidel e Stewart 2011), a governação do bazar (Demil e Lecocq 2006), a comunidade colaborativa (Heckscher e Adler 2006; Snow et al. 2011), a meta-organização (Gulati et al. 2012) e organizações orientadas para atores (Fjeldstad et al. 2012). Ecoando apelos à investigação e à teoria sobre organizações adaptativas, auto-organizativas e inovadoras (por exemplo, Child and mcgrath 2001; Daft e Lewin 1993; Schreyögg e Sydow 2010), há necessidade de uma forma sistemática de os académicos e praticantes discutirem, analisarem e desenharem formas organizacionais colaborativas, bem como para compreender o dinamismo e a heterogeneidade que as organizações contemporâneas demonstram. Além disso, as organizações misturam e combinam mecanismos de uma variedade de formas em novos híbridos em rápida evolução, dos quais alguns são radicalmente diferentes dos híbridos convencionais da hierarquia do mercado conhecidos da literatura clássica da organização económica (por exemplo, Shah 2006). Precisamos de uma melhor compreensão das propriedades distintivas de design de formas organizacionais colaborativas, incluindo novos híbridos colaborativos. Em particular, precisamos de um quadro coerente para descrever, analisar e conceber formas organizacionais colaborativas e como se relacionam com os desenhos convencionais.

Neste estudo, analiso formas organizativas colaborativas, entendidas como comunidades e híbridos de base comunitária, em termos das suas propriedades institucionais e dos mecanismos pelos quais resolvem os problemas universais de organização e comparação e contraste com mercados e hierarquias. Com base nas três formas ideais - mercados, hierarquias e comunidades - como avançado por Adler (2001), proponho um quadro para analisar e mapear desenhos organizacionais. Este estudo contribui para a organização económica e a teoria da organização, especificando formas ideais através de um conjunto parsimonioso de

dimensão e derivando um conjunto de híbridos analíticos distintos na intersecção dos tipos ideais. Também contribui identificando as principais condições que impulsionam a mudança de forma das organizações. A discussão teórica sobre formas baseadas na comunidade é ilustrada por três pequenos casos empíricos nos domínios da descoberta de drogas, desenvolvimento de software, bem como serviços profissionais. Também discuto as formas plural e o papel da hierarquia em formas colaborativas. Por último, delineei implicações para a investigação e a prática em termos de análise comparativa das formas organizacionais, do papel das multidões, bem como da tecnologia como facilitador de novas formas organizacionais.

CONCLUSÃO

Neste estudo, discuti uma variedade de novas formas organizativas colaborativas que surgiram ao longo das últimas duas décadas. É difícil prever o futuro, mas não há razões para esperar que o ritmo de mudança desacelere, muito pelo contrário. São tempos verdadeiramente emocionantes para os académicos e praticantes da organização, uma vez que os meios disponíveis para criar novas formas organizacionais estão a expandir-se rapidamente — criando novas oportunidades e desafios. Espero que a minha revisão, síntese e propostas sejam capazes de informar e inspirar mais experimentações e investigação sobre novas formas organizacionais.