



The Antecedents of Performative Ties

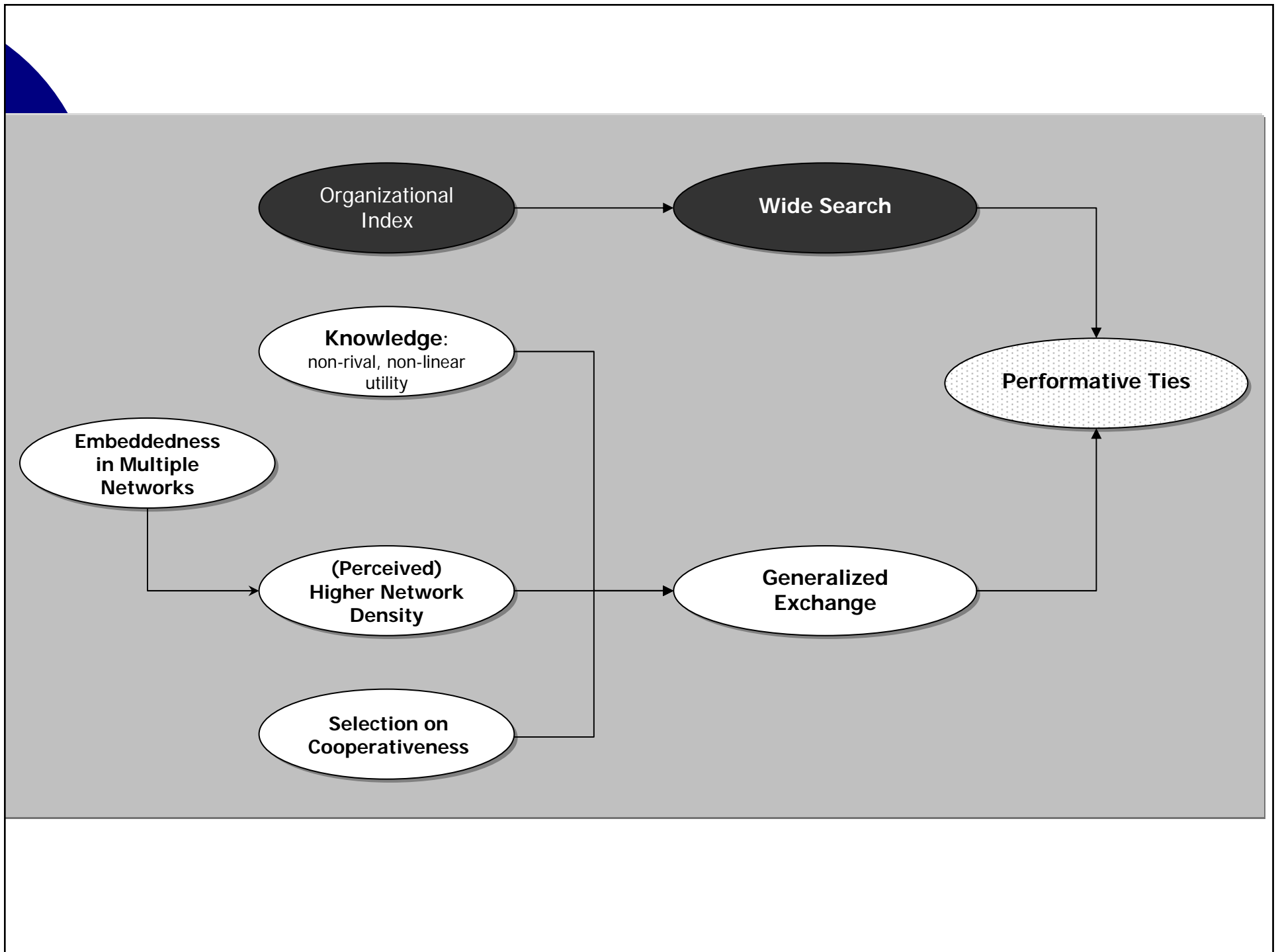
Dr. Sheen S. Levine

sslevine@sslevine.com



What Performative Ties Require

- Wide Search
 - An unbiased referral mechanism for identifying potential exchange partners, such as an organizational index
- Generalized Exchange
 - Embeddedness in multiple networks
 - Selection on individual cooperativeness
- Not required
 - Community or clan-organization
 - Common social identity





Organizational Index

- A computer system that directs seekers to potential carriers
- Officers serve as designated brokers
- Intentional incompleteness; no attempt to capture full knowledge

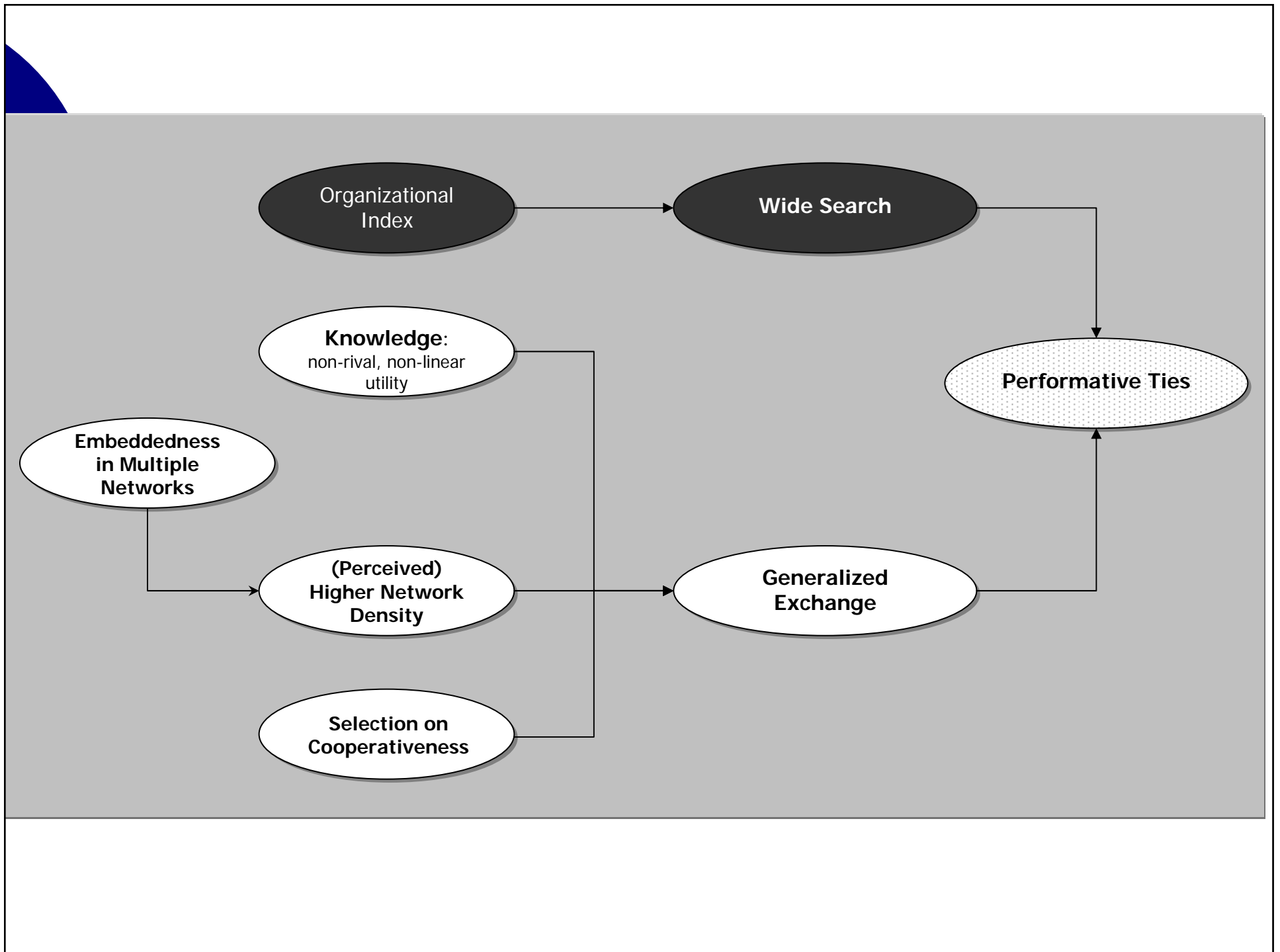
"The Firm wouldn't sit down and write everything we know...[understanding that] the way to get that knowledge was a telephone conversation or a voice mail, not to expect people to sit down and write everything that they know."

HQ Director



Proposition 1

**The appearance of Performative Ties
requires a mechanism for identifying
potential target nodes**





Embeddedness in Multiple Networks I

- The Project Team
 - Transient
 - Non-specialized
 - Cross-hierarchical
 - Multiple simultaneous team assignments
- Spatial Arrangements
 - Non-segregated space
 - Rotation
 - Public spaces

Embeddedness in Multiple Networks II

- Cross Site Occasions
 - Training and recruiting sessions
 - Transfer between sites
 - Informal occasions

- Mentorship

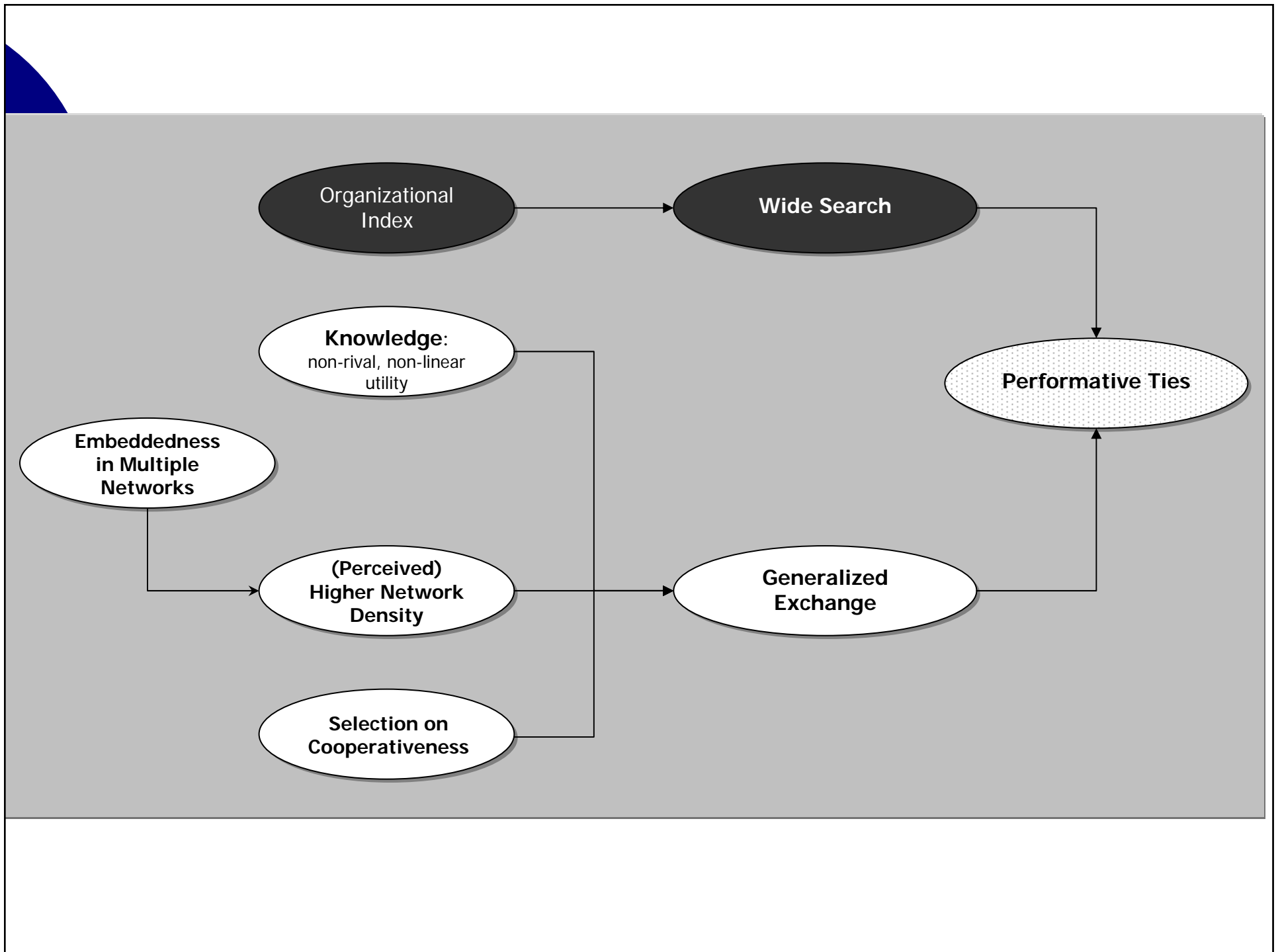


Networks of present and past teams, propinquity and office membership, cross-site affiliations and clubs, and diagonal relations



Proposition 2a-b

**The denser a social network is
(perceived to be), the greater the
likelihood that Performative Ties will
appear in it**





Selection on Cooperativeness

- Population is composed of cooperators, reciprocators, and free-riders (Kurzban and Houser, 2001; 2005)
- When recruiting and promoting, The Firm searches for cues as to an individual's inclination

"You look for evidence that someone has been in situations where they have to depend on the people around them, and sometimes support people around them at their own expense."

HR Director



Proposition 3

The more effective the selection on cooperativeness, the more likely it is that Performative Ties will appear.



Characteristics of Knowledge Facilitate Generalized Exchange

- **Non-rival in use**

When one's consumption of the good does not interfere with another's consumption of the same good

- **Strong Non-linear Utility**

Rapidly decreasing returns from each additional unit



What Performative Ties don't Require

- Transfer prices
- Unobservable intrinsic or altruistic motivations
- Community
- Clan-organization
- Shared social identity



Performative Ties and Community

- Community and Performative Ties differ much:

- Breadth
- Nature of Relationship
- Geographical Locus
- Boundaries
- Tie Strength
- Density
- Typical Beneficiaries

Source: Table 11

- Community may be related, but not required for Performative Ties



Performative Ties and Clan-Org.

- The Firm differs much from clan-organizations
(Ouchi, 1980; Sullivan, 1983; Wilkins and Ouchi, 1983)

- High turnover
- Wide recruiting
- Frequent evaluation
- Individual promotion and pay
- Specialization
- Large and diverse

Source: Table 12

- Performative Ties might appear in clan-organizations, but not only in them



Performative Ties and Identity

- Shared identity may lead to pro-organizational behavior
(Kogut and Zander 1996; Dukerich, Golden and Shortell 2002)
- Data do not show strong identity: high turnover, semi-autonomous units
- Better treatment in-group due to expectations of generalized exchange
(Yamagishi, Jin and Kiyonari 1999)
- Generalized exchange can appear even without agreement on norms (Takahashi 2000)



Conclusions

- Performative Ties require
 - Wide search
 - Generalized exchange
- Likely antecedents:
 - Organizational index
 - Embeddedness in multiple networks
 - Selection on cooperativeness
 - Characteristics of knowledge