

The hybrid nature of social innovation: opportunities and risks of clashing values

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www.hybridorganizations.com

See for upcoming publication on the
Hybridity of social enterprises: emes.net



Agenda

- Digging deeper: how to deal with the hybrid nature of SI?
- Introduction: three criticisms of SI from a public admin perspective
- Group discussions: SI Risk-o-meter
- Round-up: where to go from here?

Beyond the hype




- High hopes and expectations: SI as silver bullet?
- Complexity of social innovation necessitates a more nuanced view: the good, the bad and the ugly of SI.
- Relationships with other actors, especially government.
- Three main points of criticism: a-historic, a-political, too little eye for hybridity.
- In line with TRANSIT manifesto
 - Rediscover and revive the old
 - Transformative SI is inherently political
 - Changing relationships between civil society, government & market

A public admin perspective

1. Social innovation in the context of other governance modes
2. Social innovation and wicked problems
3. Social innovation and hybridity

1. Social innovation in the context of other governance modes



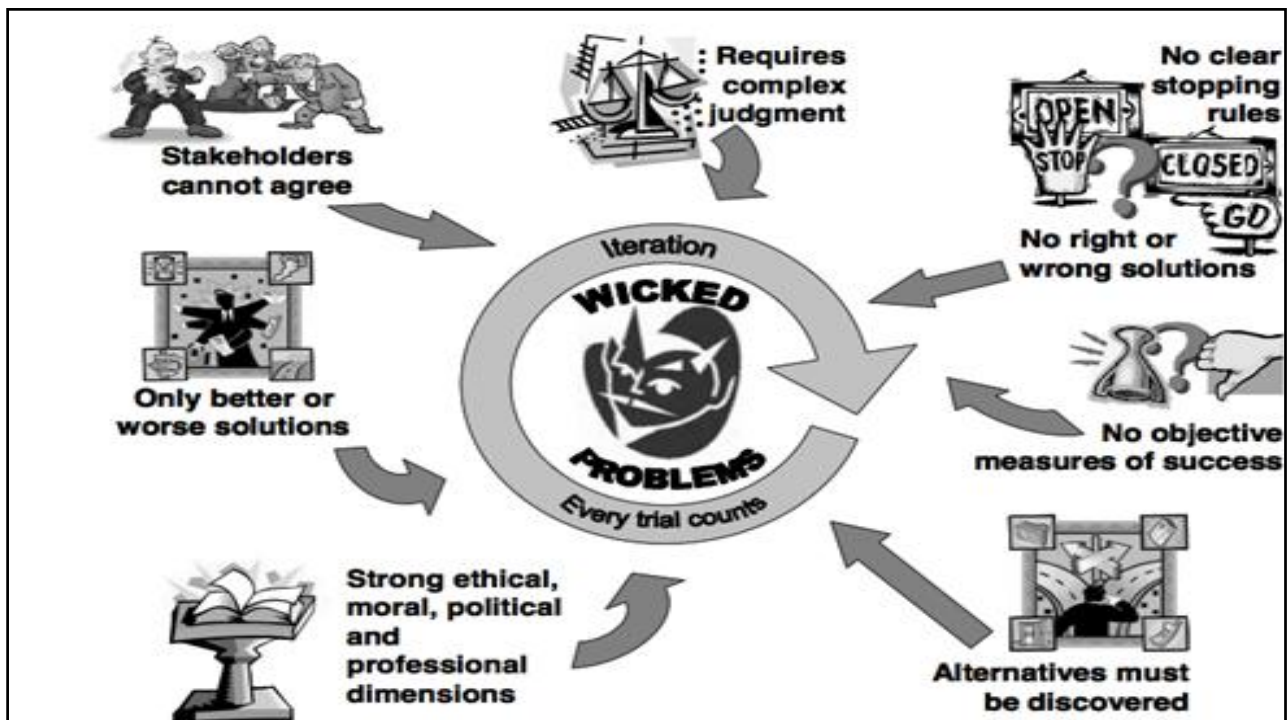
	 STATE	 MARKET	 CIVIL SOCIETY
<i>Primacy of perspective</i>	Political	Economics	The social
<i>Type of Goods</i>	Public goods	Private goods	Club Community goods
<i>Organizational Form</i>	Governmental bodies	Businesses, cooperations	Civil society organizations, NGO's & knowledge institutes
<i>Oriented towards</i>	Power balance	Producing, services & trade	Engagement
<i>Dominant Focus</i>	Rights / democracy	Costs / governance	Emancipation / participation
<i>Power Base</i>	Voters (taxes)	Owners (profits)	Society (donations, contributions)

Based on Van Tulder & Pfisterer (2013) and De Wal (2009)

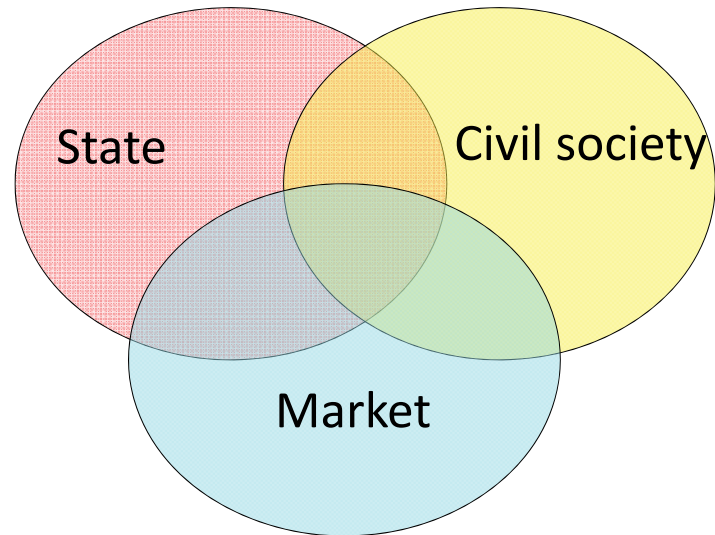
1. Social innovation in the context of other governance modes



2. Social innovation and wicked problems



3. Social innovation and hybridity



Based on Billis, 2010



3. Social innovation and hybridity: Opportunities and risks

	Positive effects	Negative effects
<i>Mission</i>	Innovation and synergy	Ambiguity, mission drift, legitimacy issues
<i>Financial resources</i>	Different sources of funding	Constraints in funding
<i>Human resources</i>	Diversity, multidisciplinary	Conflicts over values and interests

Based on Doherty et al., 2014

Social Innovation Risk-O-Meter

