NAVIGATING COLLECTIVE IDENTITY IN A TEMPORARY COOPETITIVE POST-DISASTER REBUILD ORGANISATION

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Abstract

Collective identity construction in organisations engaged in an inter-organisational collaboration (IOC), especially temporary IOCs set up in disaster situations, has received scant attention in the organisational studies literature yet collective identity is considered to be important in fostering effective IOC operations. This doctoral study was designed to add to our understanding about how collective identity is constituted throughout the entire lifespan of a particular temporary coopetitive (i.e., simultaneously collaborative and competitive) IOC formed in a post-disaster environment. To achieve this purpose, a qualitative case study of the Stronger Christchurch Infrastructure Rebuild Team (SCIRT), a time-bound coopetition formed to repair the horizontal infrastructure in Christchurch, New Zealand after the devastating 2011 Canterbury earthquakes, was undertaken. Using data from semi-structured interviews, field observations, and organisational documents and other artefacts, an inductive analytic method was employed to explore how internal stakeholders engaged with and co-constructed a collective SCIRT identity and reconciled this with their home organization identity.

The analysis revealed that the SCIRT collective identity was an ongoing process, involving the interweaving of social, temporal, material and geospatial dimensions constructed through intersecting cycles of senior managers' sensegiving and employees' sensemaking across SCIRT's five and a half years of existence. Senior management deliberately undertook identity work campaigns that used organisational rituals, artefacts, and spatial design to disseminate and encourage a sense of "we are all SCIRT". However, there was no common sense of "we-ness". Identification with SCIRT was experienced differently among different groups of employees and across time. Employees' differing senses of collective identity were accounted for by their

past, present, and anticipated future relationships with their home organisation, and also (re)shaped by the geosocial environments in which they worked.

The study supports previous research claiming that collective identity is a process of recursive sensegiving and sensemaking between senior managers and employees. However, it extends the literature by revealing the imbricated nature of collective identity, how members' sense of "who we are" can change across the entire lifetime of a temporary IOC, and how sociomateriality, temporality, and geosocial effects strongly intervene in employees' emerging senses of collective identity. Moreover, the study demonstrates how the ongoing identity work can be embedded in a time-space frame that further accentuates the influence of temporality, especially the anticipated future, organisational rituals, artefacts, and the geosocial environment.

The study's primary contribution to theory is a processual model of collective identity that applies specifically to a temporary IOC involving coopetition. In doing so, it represents a more finely nuanced and situational model than existing models. At a practical level, this model suggests that managers need to appreciate that organisational artefacts, rituals, and the prevailing organisational geosocial environment are inextricably linked in processes that can be manipulated to enhance the construction of collective identity.

Keywords*:* collective identity, temporary organisation, coopetition, sensemaking, sensegiving, temporality, materiality, geosocial environment, post-disaster recovery

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Abbreviations

CCC:	Christchurch City Council
CERA:	Canterbury Earthquake Recovery Authority
DT:	The Delivery Team
HO:	Home Organisation
IOC:	Inter-organisational Collaboration
IRMO:	Infrastructure Rebuild Management Office
IST:	The Integrated Services Team
MT:	The Management Team
NCTIR:	The North Canterbury Transport Infrastructure Recovery Alliance
NZD:	New Zealand Dollar
NZTA:	New Zealand Transport Agency
SCIRT:	The Stronger Christchurch Infrastructure Rebuild Team
TO:	Temporary Organisation

Glossary of Key Terms

Collective identity. The sense of "we-ness" to a collective (Snow, 2001). It extends to individuals' identification with a social category (Hunt & Benford, 2004).

Coopetition. A paradoxical relationship within which simultaneous competition and collaboration co-exist (Walley, 2007). This thesis uses this term as a noun when referring to a competitive collaboration, a special form of inter-organisational collaboration that is composed of organisations that are normally in competition with each other but collaborate to achieve a shared objective.

Geosocial environment. The interplay between the spatial and social aspects of working spaces including how they are distributed (Mills, 2009). This concept refers to how people and material come together and mutually constitute workspaces and their geography.

Identification. A cognitive concept that refers to **t**he sense of belonging to a collective (Ashforth, Harrison, & Corley, 2008; Ashforth & Mael, 1989).

Sensegiving. An interpretive process through which individuals attempt to influence others' meaning creation (Gioia & Chittipedi, 1991; Maitlis & Lawrence, 2007; Rouleau, 2005). Sensegiving is inextricably coupled to and overlaps with sensemaking as members seek to influence each other in the collective construction of new shared meanings and understandings (Li, 2015; Stigliani & Ravasi, 2012; Weick, 1995).

Sensemaking. The ongoing process through which actors seek to make daily experiences meaningful and explain and clarify ambiguous, uncertain, or confusing events (Maitlis & Christianson, 2014; Weick, 1995).

Sociomateriality. The inextricable and constitutive connection between the physical and the social aspects of an object (Orlikowski & Scott, 2008). It highlights how meanings and materialities are enacted and imbricated in practices (Leonardi, 2012; Orlikowski, 2010).

Temporality. The interrelationship among the past, present, and future (Ravasi, Rindova, & Stigliani, 2018; Schultz & Herns, 2013).

Temporary organisation. An organisational form that is short-lived (i.e., time-bound) because it is established to address a specific, often complex, task (Burke & Morley, 2016).

1 Introduction

1.1 Background of The Study

Natural disasters like earthquakes, floods, and volcanic eruptions occur frequently worldwide, often resulting in massive devastation. For instance, the 2008 Sichuan earthquake in China caused over 69,000 deaths and hundreds of billions of Renminbi in losses (Wang, 2008; Yuan, 2008). The 2010 Haiti earthquake killed more than 200,000 people and caused damage estimated at $8 billion (Calais et al., 2010). Such catastrophic disasters and the complex and uncertain environmental conditions they can create (Schneider, Wickert, & Marti, 2017) require collective responses involving both public and private sectors if victims are to be rescued and local communities assisted to recover in a timely manner, as the challenges of such tasks exceed any individual organisation's capability (William & Streib, 2006; Zareii, Mokhales, Booyini, & Molaei, 2014).

Ideally, these collaborations should function well without obstacles such as concerns for commercial benefit or demands for organisational autonomy (Thomson, Perry, & Miller, 2007). However, not every collaboration in post-disaster situations operates successfully. For example, the emergency response following the 2005 Hurricane Katrina in the United States was considered to be inadequate because of insufficient coordination, lack of information sharing, and an inefficient process for decision-making among participating parties (Hocevar, Jansen, Thomas, 2011; Vivacqua, Garcia, Canós, Comes, & Vieira, 2016). Similarly, the recovery work following the 2010 Yushu earthquakes in China was inveoodsstigated by journalists from Sina News and found to be in chaos, with low productivity due to excessive competition for rebuild resources between local government and reconstruction organisations and a lack of information sharing and trust.[1] Such reports have brought the issue of inter-

[1] http://finance.sina.com.cn

organisational collaboration (IOC) to the attention of academic researchers and practitioners in the domain of disaster management (Janssen, Lee, Bharosa, & Cresswell, 2010).

IOC refers to an inter-organisational relationship (Hardy, Lawrence, & Grant, 2005) that involves two or more independent organisations. In a disaster environment, IOCs among diverse parties are required to ensure the overall success of the recovery process, regardless of whether they collaborate or compete in a "business as usual" environment. Through (re)negotiation, participating organisations agree on a collective purpose for the collaboration and adjust their individual organisation's operation to work collectively toward the achievement (Gulati, Wohlgezogen, & Zhelyazkov, 2012) of the IOC's purpose.

Specifically, when an IOC is formed among business rivals that might have never worked together in a non-disaster environment, the partnership among these organisations can involve a complex tension between collaboration and competition. The emergent relationship is described as "coopetition", a state characterised by the co-existence of collaboration and competition between two or more organisations (Lundgren-Henriksson & Kock, 2016a, 2016b). The state of coopetition challenges managers to find ways to unify and galvanise diverse parties (especially those who normally are business rivals) around a collective recovery mission. On the one hand, participating organisations are required to align their performance to achieve the shared goals of the collaboration. On the other hand, they need to compete to rebuild resources. The failure to manage this paradoxical situation puts the collaboration in jeopardy. Given the increasing need for post-disaster coopetitions as the frequency of natural disasters affecting built environments rises (Alexander, 2017; Coleman, 2006), it is important to understand how members of collaborating organisations can perform collectively to ensure the IOC's success in a complex and pluralistic environment, while at the same time meeting their own needs.

1.2 Collaboration, Coopetition, and Collective Identity

A large body of research, spanning a range of academic disciplines, has been undertaken to discover how to effectively and efficiently manage IOCs (e.g., Casey, 2008; Gray, 1985; Gulati et al., 2012; Hocevar et al., 2011; Moshtari & Gonçalves, 2017; Olson, Balmer, & Mejicano, 2011; O'Malley, O'Dwyer, McNally, & Murphy, 2014; Perrault, McClelland, Austin, & Sieppert, 2011; Thomson et al., 2007; Zareii et al., 2014). Central to these studies are factors that are known to have impacts on successful collaboration, such as information sharing (Allen, Karanasios, & Norman, 2014), the decision-making process (Coles & Zhuang, 2011), and organisations' independence (Moshtari & Gonçalves, 2017). One essential factor contributing to successful IOCs that remains under-researched, despite its obvious relevance, is collective identity (Beech & Huxham, 2003; O'Malley et al., 2014).

Collective identity refers to the sense of "we-ness" (i.e., who we are as a collective) that prevails in a collective (Melucci, 1898, 1995; Snow, 2001). Many organisation studies scholars also use the term organisational identity (i.e., the sense of who we are as an organisation) when referring to collective identity (e.g., Brown, 2006; Ybema, 2010). As a result, the two terms are very often used interchangeably in organisation studies.

A unified sense of identity is an important element in creating and sustaining an organisation (Lawrence & Suddaby, 2006). In a collaborative setting such as an IOC, collective identity needs to embrace multiple parties and coordinate their individual interests with the collective interest of the IOC itself (Thomson et al., 2007). Effective and efficient IOC requires participating organisations to put their own identities to one side, so they can give priority to the development of a collective identity aligned with the IOC's purpose (Arnaud & Mills, 2012; Beck & Plowman, 2014; Hardy et al., 2005; Maguire & Hardy, 2005).

Given the competitive nature of the business, it is not surprising that individual organisations' interests can conflict with the collective interests of the IOC to which they

contribute. In particular, when an IOC is formed that includes business competitors, it must coordinate the collaborative and competitive aspects of their partnership. The tension created between maintaining an individual organisation's identity and achieving the IOC's profits is reconciled in a way that forges a collective identity that supports collaborative achievements (Thomson & Perry, 2006; Thomson et al., 2007). This is important as the achievement of a collective identity is proposed to be a significant precursor to successful coopetition in disaster management (Stadtler & Van Wassenhove, 2016).

Constituting a collective identity across organisational interfaces becomes an important objective because of its potential to reconcile individual and collective interests in an IOC (Ellis & Ybema, 2010), but also particularly challenging when only temporary ties are required between participating organisations. In particular, when an IOC is formed in a disaster environment for undertaking recovery tasks, it is typically a temporary organisation that is project-based and tightly time-bound (Bharosa, Lee, Janssen, & Rao, 2012). The success of temporary IOCs is vital if a community is to recover its ability to operate independently. For this reason, the formation of viable collective identities in such organisations is a high priority.

Surprisingly, there is a dearth of published research on collective identity formation in temporary IOCs formed in the post-disaster recovery stage. Specifically, it is not clear how collective identity is developed and maintained through the lifetime of such organisations or how members in those organisations make sense of this collective identity in order to facilitate collective performance in disaster recovery situations, especially in the period when a temporary IOC is winding down its operation. The literature is remarkably silent about specific attempts by the management of temporary coopetitive organisations to develop and sustain collective identity, either in general terms, or more specifically, as such organisations complete their task. Furthermore, little research has explored how employees respond to such strategies. These observations prompted this doctoral investigation.

1.3 Research Purpose

Given the scant literature on the development of collective identity in temporary IOCs formed in disaster environments, the construction of collective identity in a coopetitive alliance formed between central government, local government, and construction organisations following the February 2011 Canterbury earthquakes presented an ideal case for a PhD study. The purpose of the case study reported in this thesis was to examine how collective identity was created, expressed, and developed across the lifespan of this temporary IOC. The study sought to explore how members of organisations that were usually in competition interpreted and enacted an IOC collective identity. The study aimed to understand how this IOC's managers and their staff managed dual identities (i.e., within both the IOC and their parent organisation) in order to ensure the IOC's success. Particular attention was paid to how members experienced and made sense of this emerging collective identity as the IOC ceased operation. Therefore, this doctoral research sought to answer two interrelated questions:

> RQ1: How has a collective identity been constructed across the lifespan of this particular temporary post-disaster IOC?
>
> RQ2: How have members of this temporary IOC made sense of this collective identity when they are still employees of their home organisation, especially when the IOC is winding down?

1.4 Significance of The Study

Worldwide, natural disasters (especially those that are weather-related) are occurring frequently and seemingly with more devastating effects than ever before (Alexander, 2017; Coleman, 2006). Affected areas, particularly urban areas, are confronted with death and destruction and the need to rebuild the built environment in the aftermath of these disasters. Efficient response and effective recovery processes tailored to a particular disaster setting are

necessary for getting communities back to a new normal (Becker, 2009; Mayunga, 2007; McColl & Burkle, 2012; Silver & Grek-Martin, 2015). As discussed above, the magnitude of a disaster means there is often a necessity for temporary IOCs to be formed for the sake of rebuilding affected local communities. These organisations need to encourage collaboration across public and private sectors because of the complication of coordinating resources for the recovery, the diversity of contributing organisations, and the time constraints associated with achieving rebuild tasks. Participating parties, especially those who were competitors before joining an IOC, are required to develop a commitment to and identification with the temporary IOC to which they contribute, to ensure that recovery goals are achieved.

Collective identity is very important if not vital to the effective and efficient IOC operation because it is a manifestation of collaborating members' sense of "we-ness". It enhances their allegiance to the IOC and coordinates a range of interests, especially when simultaneously collaborative and competitive partnerships occur in the IOC (Barbour & James, 2015; Conner, 2016; Kohtamäki, Thorgren, & Wincent, 2016; Kourti, Garcia-Lorenzo, & Yu, 2018; Ma, 2017; Maguire & Hardy, 2005; Mathias, Huyghe, Frid, & Galloway, 2018; Minà & Dagnino, 2016; O'Malley et al., 2014; Rainbird, 2012). The scarcity of empirical studies on collective identity in such organisations and the frequency of devastating natural disasters provides both theoretical and practical imperatives to explicate how collective identity is created and sustained and how internal stakeholders experience this collective identity across the lifespan of a temporary IOC characterised by coopetition. This doctoral study, therefore, has considerable significance for communities worldwide and the organisations that come together to assist them to recover from natural disasters.

Previous studies often highlight collective identity as a unique construction that is the product of actors' negotiation and interaction when they define themselves (King, Felin, &Whetten, 2010; Whetten, 2006; Whetten & Mackey, 2002). Findings reported in this thesis

suggest that collective identity is best approached as a process of (re)negotiating and (re)structuring a sense of "we-ness" in a collective. This process involves cycles of sensegiving (Gioia & Chittipeddi, 1991) and sensemaking (Weick, 1995) between an IOC's senior managers and employees over time. In addition, the findings demonstrate that this process in SCIRT was inextricably intertwined with other types of identities such as personal identity and organisational identity, highlighting the complex interplay and imbrication of different forms of identity. Together, the findings advance our understanding of how this interplay occurs over time and thus contributes to our understanding of the temporal aspect of collective identity (Brown, 2006; Ybema, 2010).

Furthermore, the findings highlight how organisational artefacts and space were deployed meaningfully in the identity work undertaken in SCIRT. The findings demonstrate that these dimensions had the potential to directly influence how collective identity was understood, interpreted and enacted in SCIRT, facilitating or hindering actors' sense of the IOC's collective identity. This finding echoes the "material turn" (Boxenbaum, Jones, Meyer, & Svejenova, 2018; Hardy & Thomas, 2015; Orlikowski & Scott, 2008; Putnam & Fairhurst, 2015) in organisational studies and provides an instructive illustration that extends our understanding of how the geosocial environment (Mills, 2002, 2009) can (re)shape collective identity. Thus, the study provides new insights that focus our attention on the way collective identity is socially constituted in an intricate time-space framework during organisational development and change.

Not only does the study advance our knowledge of collective identity theoretically, but the processual framework it produced also offers a foundation for developing protocols to follow when seeking to organise an IOC in future disaster situations. This framework will provide guidance to help practitioners to develop tactics when setting up inter-organisational recovery collaborations which are very time-bound. What is more, the findings on the identity

work in SCIRT provide new insights on how collaborating members manage their identification with a temporary IOC, especially when it is involved in a coopetitive partnership.

1.5 Definition of Key Terms

Many scholars have used collective identity and organisational identity interchangeably (Brown, 2006; Ybema, 2010). To avoid confusion, this research clarifies the definition of collective identity and differentiates it from organisational identity. In addition, many researchers tend to use identity construction (Alvesson, Ashcraft, & Thomas, 2008; Braga & Meirelles, 2014; Cerulo, 1997; Foreman, Westgren, & Whetten, 2013) or identity management (Kreiner & Murphy, 2016; Pratt & Foreman, 2000) when referring to activities and processes that contribute to collective identity formation, development and maintenance. This makes it difficult to choose the appropriate term when discussing these activities. For these reasons, it was judged to be important to offer precise and succinct definitions of collective identity, organisational identity, and identity work (Anteby & Molnar, 2012; Snow & Anderson, 1987; Watson, 2008) - the concepts employed in this study when talking about identity construction.

Collective identity addresses fundamental questions about "who we are and what we do as a collective". It is conceptualised as a collectively shared sense of "we-ness" aligned with a collective and is produced through members' interactions and negotiations (Cerulo, 1997; Melucci, 1989; Snow, 2001). Collective identity has at least three elements, including cognition, emotion, and moral dimensions (Melucci, 1995; Polletta & Jasper, 2001) and is reflected in an individual's identification with a collective (David & Bar-Tal, 2009; Hunt & Benford, 2004). From a social constructionist perspective, collective identity is viewed as a process which is discursively constructed by a collective entity's insiders and outsiders through its past, present and future (Brown, 2006; Pratt, 2003; Ybema, 2010). Collective identity can emerge in any kind of collective from informal groups to well-structured organisations,

communities and nations. How this occurs depends on the type and size of the unit where collective identity is produced (Melucci, 1995; Pratt, 2003). Collective identity is explained as organisational identity in organisational studies (Albert & Whetten, 1985; Hardy et al., 2005). That is to say, organisational identity is a specific form of collective identity (Brewer & Gardner, 1996; Greenwood, Raynard, Kodeih, Micelotta, & Lounsbury, 2011; Hatch & Schultz, 2002; Pratt, Schultz, Ashforth, & Ravasi, 2016).

The concept of *organisational identity* was first articulated by Albert and Whetten (1985) from a social actor perspective. It was described as a set of claims made by organisational actors about what is central, distinctive and enduring about their organisation. Organisational identity is often portrayed as primarily involving sensegiving activities from an organisation's management (Clark, Gioia, Ketchen Jr, & Thomas, 2010; Gioia & Hamilton, 2016; Ravasi & Schultz, 2006; Walsh & Glynn, 2008). By contrast, a social constructionist view of organisational identity emphasises the ongoing process of (re)negotiating and (re)constructing members' consensual understanding of who they are as an organisation (Corley et al., 2006; Gioia & Hamilton, 2016; Gioia, Schultz, & Corley, 2000). This approach focuses on all organisational members' sensemaking actions (Clark et al., 2010; Ravasi & Schultz, 2006).

Research on organisational identity has strongly focused on its application and explanation "only in a single organisation" (Pratt, Schultz, Ashforth, & Ravasi, 2016, p. 6). To be clear, in this doctoral study, the term collective identity is adopted when referring to identity at the inter-organisational level in an IOC while organisational identity is employed when referring to the identity of an individual organisation that is one party in an IOC.

Originally, *identity work* was used to refer to the variety of activities individuals engage into (re)shape their personal identity in a given social context (Snow & Anderson, 1987) in order to construct a coherent and distinctive sense of self (Sveningsson & Alvesson, 2003).

Watson (2008) develops the concept's denotation and reconceptualised it as "constitutive processes" (p. 129) through which individuals construct a sense of self and manage their multiple social identities. Very often, researchers have employed the term identity work when exploring how individuals construct personal self-identity and professional identity in organisational settings (Beech, 2008; Brown, 2015; Brown & Coupland, 2015; Pratt, Rockmann, & Kaufmann, 2006). Snow (2001), however, extends the application of the term identity work from personal identity to collective identity and redefines identity work as processes which are comprised of "activities people engage in, both individually and collectively" (p.7) to express a sense of who they are as a collective. Interestingly, scholars have employed terms like identity construction, identity management and identity project when referring to identity work at both the individual and collective level (Kreiner & Murphy, 2016). In this doctoral study, the term identity work is used to refer to both managers' sensegiving activities as they seek to foster and transform SCIRT's identity and the activities individuals participate in when responding to this sensegiving and their personal needs for identity clarification.

Sensemaking is the process by which individuals extract cues from the ongoing stream of experiences in order to interpret them so that they can meaningfully inform subsequent actions (Arnaud, Mills, Legrand & Maton, 2016). As such, it is an ongoing meaning-making process that is inevitably social and intimately tied to identity construction (Weick, 1995). Coupled to sensemaking is the process of *sensegiving* (Gioia & Chittipeddi, 1991) which is the process of seeking to influence the sense others make (Maitlis & Lawrence, 2007; Rouleau, 2005). When organisational members (e.g., managers), through what they say and do, deliberately set out to promote a particular collective identity, they are engaging in sensegiving and, by doing so, undertaking identity work.

1.6 Research Design

This doctoral study was conducted from an interpretivist perspective as its purpose was to understand the development and evolution of collective identity from IOC members' perspectives. It involved a qualitative case study that explored collaborating members' experiences of developing and maintaining collective identity in a coopetitive alliance formed in the post-disaster recovery stage associated with the 2010-2011 Canterbury earthquakes. Specifically, I studied collective identity using the particulars gained from internal stakeholders' accounts of working as a member of the IOC set up to restore the functionality of the horizontal infrastructure. An abstract conceptualisation of these particulars was used to develop a processual model of collective identity development across the lifespan of the IOC. The research focused on the Stronger Christchurch Infrastructure Rebuild Team (SCIRT), a temporary IOC set up in the aftermath of the devastating February 2011 Canterbury earthquake in Christchurch, New Zealand. SCIRT was chosen for this study because of its temporary and coopetitive features, which matched the research purpose very well.

I was located in the SCIRT headquarters for six months. Participants were selected because of their positions and length of service in SCIRT. Semi-structured interviews with SCIRT members at all managerial levels, direct observations of fieldwork in the SCIRT headquarters, and organisational documents and artefacts created across the life of SCIRT formed the main data sources for this research. The rich data were analysed using an inductive method (Gioia, Corley & Hamilton, 2013; Thomas, 2006; Tracy, 2013). During the data analysis, three levels of coding were accomplished. The first level of coding was participant-based, using participants' own words or phrases that highlighted their interpretation and enactment of SCIRT collective identity when working in SCIRT. The second level of coding was researcher-centred, categorising initial codes at the first level and preparing for the final abstract coding. The third level of coding was theoretical coding that produced a processual

model capturing how collective identity was constituted throughout the entire lifetime of SCIRT. This multi-level analysis generated a model that interpreted how internal stakeholders made sense of SCIRT's continually emerging collective identity differently across the development and pending closure phase of this coopetitive organisation and explains why a unitary identity was elusive.

1.7 Strengths and Limitations

This qualitative case study explored internal stakeholders' experience of collective identity in SCIRT, a coopetitive reconstruction alliance with a predetermined five-year lifespan that was established during the post-disaster recovery stage of the 2011 Canterbury earthquake. The opportunity to conduct an ethnography of SCIRT that spanned the entire five years was not available but considerable data were available to augment the ethnographic data I gathered during six months of fieldwork in the SCIRT headquarters, so this was not really a limitation.

The winding down of this temporary organisation was the initial focus of the study but the fact that SCIRT took considerable care to document its activities across its entire lifespan and its members were extremely willing to provide commentary on their experiences across this lifespan meant a comprehensive understanding of "the SCIRT experience" was achieved. I was able to appreciate the temporally distributed, negotiated and emergent nature of SCIRT's collective identity and build a comprehensive appreciation of how employees in this temporary coopetitive organisation experienced collective identity as the organisation drew to an end.

Thus, what began as a study of the sense members made of SCIRT's collective identity as it wound down was able to become a much more comprehensive and meaningful study of the complexities of collective identity across an evolving temporary organisation. Multiple data collection techniques (i.e., semi-structured interviews, organisational documents and artefacts, direct observations) enabled me to appreciate the complexity and dynamics of collective

identity across the lifetime of a temporary and coopetitive alliance. I was very grateful to the participants for the rich accounts they provided of how they constituted a sense of SCIRT's collective identity and reconciled it with their home organisation's organisational identity when they were working in SCIRT.

The study's strength and value are twofold. First, it provides insights into how, on an ongoing basis, senior managers actively tried to engineer a cohesive collective identity for a unique and complex temporary coopetition and how employees responded to managers' sensegiving campaigns in different ways. Second, the processual model produced from the rich data captures this dynamic and complex process and highlights the role of organisational artefacts and geosocial space in this process.

1.8 Delimitations

The delimitations in this study were determined by the motivation to gain a better understanding of collective identity construction in a temporary IOC that was created after a natural disaster and how members in this IOC made sense of the attempts by management to construct a collective identity for this coopetitive alliance over time. This research did not seek to examine how SCIRT's establishment was presented to the public, nor explore external stakeholders' perception of SCIRT collective identity. Some participating organisations did communicate their identity and brand to the public as part of their public relations strategies. According to Pratt (2003), external communication activities often refer to communicating a "projected image" (p.165). SCIRT's externally projected image was not considered in this research because the focus was on how internal rather than external stakeholders experienced SCIRT. This is not to say there is no connection between internal and external experiences of SCIRT but in order to gain data on collaborating members' strategies and experiences of projecting and managing collective identity I chose to seek only internal stakeholders'

perspectives, focusing particularly on those who worked within SCIRT to execute SCIRT projects. This focus ensured that I could explore the complexity of collective identity from various internal stakeholders' perspectives.

The second delimitation was that participants were chosen because of their positions in the managerial structure of SCIRT. Participants came from all four levels of SCIRT, the board, the management team, the integrated services team, and the delivery teams. Due to the limited numbers of board and management team members, participants from the two groups were combined as "senior management" in this study to protect their identity. In doing so, I gained an organisation-wide picture of how diverse SCIRT members perceived and enacted their sense of an emerging SCIRT collective identity. In theory, the delivery teams' subcontractors came under SCIRT's umbrella. However, they were not subject to SCIRT's policies and management protocols in their day-to-day operation nor exposed to internal communications within SCIRT. In these respects, they were treated as external stakeholders. For this reason, I did not collect any data from those who were subcontracted to complete projects for individual organisations in SCIRT.

The final delimitation was the use of an interpretive paradigm to explore the multi-dimensional aspects of collective identity and the variety of identity work that constitutes collective identity in a temporary coopetitive organisation. As a result, the analysis was grounded in the data rather than a pre-emptive conceptual framework. This meant themes that we might assume would be significant, such as gender or power relations, were not specifically addressed. This was because they were not any themes that emerged in the data coding. If gender and power were used by participants to make sense of their experience of collective identity, these factors would have been integrated into the model that emerged.

1.9 Structure of The Thesis

This thesis is organised into eight chapters. Chapter One provides an overview of this research. It describes the background to the study, the research problems and purposes, the significance of the research, the limitations, and the delimitations of the study. Definitions of key terms are also explained briefly in this chapter.

Chapter Two discusses relevant literature pertaining to key concepts of IOC, temporary organisations, collective identity, organisational identity and identity work. As a common but important form of organising post-disaster recovery projects, IOC can be defined as communicative relationships among participating organisations, and a collective identity is considered as a core objective to ensure successful IOCs (Hardy et al., 2005; Maguire & Hardy, 2005), especially when the IOC involves simultaneous collaboration and competition (Minà & Dagnino, 2016). Following the conceptualisation work by Brown (2006), Cerulo (1997), Melucci (1989, 1995), and Snow (2001), this study has approached collective identity as both a process and a property which is unique to a collective, while primarily focusing on processes of constituting collective identity. As a hidden dimension of collective identity, the temporal perspective has not received much attention (Brown, 2006). However, the potential to change over time is fundamental to understanding the processes and activities through which collective identity is created, developed, and maintained (Snow, 2001). These processes are theorised as organisational identity work (Kreiner & Murphy, 2016). As we will see in this review chapter, a discursive/narrative perspective has been identified as the most common approach to organisational identity work. In recent years, the symbolic approach to identity work has increasingly become the focus even though it is still under-researched (Brown, 2017).

While contemporary scholarship has strongly focused on identity work at the individual level, less attention has been devoted to this topic at the organisational and collaborative level. This doctoral research addresses these gaps identified in the Chapter Two through

investigating: (1) how collective identity is constructed through the entire lifespan of a temporary and coopetitive IOC; and (2) how collaborating members make sense of this collective identity over time when they are working in this IOC, especially when they are facing its disestablishment.

Chapter Three describes the Strong Christchurch Infrastructure Rebuild Team (SCIRT), a temporary IOC formed after the devastating 2011 Canterbury earthquakes in New Zealand. This chapter emphasises the temporary and coopetitive nature of SCIRT, two features that made a case study of SCIRT very appealing. Detailed information about SCIRT's structure, management, and evolution are provided in this chapter and the necessity of constructing a coherent SCIRT collective identity is also explained.

Chapter Four first explains the philosophical underpinnings of this research before describing its specific research design elements. It starts with the explanation for adopting interpretivism as the research paradigm and gives the justification for undertaking a qualitative case study of SCIRT. The criteria and processes for choosing participants, data collection techniques including semi-structured interviews, organisational documents and artefacts, non-participant observation, and informal conversations are presented. The stages of the fieldwork in the SCIRT headquarters and the inductive analysis process are then described. The factors ensuring the trustworthiness of this study are discussed before the chapter concludes by addressing the role of the researcher and the ethical considerations associated with this doctoral project.

Chapter Five presents the findings on how senior managers strategically set about constructing a collective identity for this temporary coopetitive organisation. This chapter reveals how SCIRT identity was constructed through a process that involved five different identity work campaigns. These campaigns were found to be significantly associated with the evolution of SCIRT as a temporary organisation. The processual model that emerged from the

analysis of this dynamic evolutionary process is presented in this chapter. Notably, this model explains how collective identity was archived and how it shaped collaborating members' shared memories once SCIRT was disbanded.

Chapter Six demonstrates how a variety of employees across SCIRT's managerial structure interpreted and responded to the efforts of senior managers' strategic sensegiving of collective identity in its various iterations. The findings in this chapter show that employees at different management levels manifested divergent understandings of collective identity that were primarily related to their pre- and post-SCIRT employment situation with their home organisations. A social interaction model is generated to depict the complexity and dynamics of employees' sensemaking about collective identity. Most significantly, the findings in this chapter show that some employees' enactment of collective identity shifted when they overcame a geospatial distance between their home organisation and SCIRT.

Chapter Seven discusses the findings. First, it demonstrates how the findings answer the two research questions. It presents the emergent conceptual model that captures how collective identity was experienced as being shaped by a complex process that involved cycles of sensemaking and sensegiving between senior managers and employees. This chapter highlights the significance of sociomateriality and the geosocial environment in identity work and discusses the link between temporality and collective identity.

Chapter Eight offers a summary of this doctoral research and explores its theoretical contributions, particularly in relation to the interrelationships among sociomateriality, geosocial effects, temporality, collective memory, and collective identity. It also considers the practical implications for disaster recovery management and suggests some best practice considerations when implementing identity work. This chapter closes with suggestions for future research.

2 Literature Review

2.1 Introduction

This chapter reviews the literature that provided the rationale for studying collective identity in temporary inter-organisational collaborations during natural disaster response and that subsequently provided the lenses to allow its contribution to be established. These are the typical roles of literature in an interpretive study, which does not emerge from a pre-emptive literature-based conceptual framework in a way that is typical in positivist research (Tracy, 2013). The review examines the key literature pertinent to this study: (1) disaster management, (2) temporary inter-organisational collaboration in disaster management, (3) coopetition in post-disaster recovery, (4) collective identity and its application in organisational studies, (5) organisational identity, (6) sensemaking and sensegiving in organisation studies, and (7) identity work. In doing so, research gaps are identified that provided the basis for the research questions that directed this doctoral research.

After reviewing the literature addressing recovery from natural disasters, this review examines contemporary research on IOCs in disaster management and identifies key factors contributing to successful IOCs. In a complex and uncertain disaster environment, IOCs involving diverse parties are temporary and emerge as a strategy for accomplishing a common objective (Beck & Plowman, 2014). A collective identity (Brown, 2006; Melucci, 1989) has been identified as critical to achieve the success of such IOCs (Beck & Plowman, 2014; Hardy et al., 2005; Koschmann, 2012; Maguire & Hardy, 2005), especially when participating agencies are in a simultaneously collaborative and competitive partnership (i.e., coopetition) (Minà & Dagnino, 2016; Stadtler & Van Wassenhove, 2016).

As the main body of this review, the extensive literature on collective identity is systematically reviewed with special attention paid to the definition of collective identity and its application in organisational studies. It observes that research on collective identity has

largely been carried out at the macro level, such as in social movements and international politics. At the meso-level in organisational studies, collective identity has been approached as organisational identity (Albert & Whetten, 1985). Many scholars have used collective identity and organisational identity interchangeably (Beck & Plowman, 2014; Brown, 2006; Yebma, 2010). To avoid this confusion, this study differentiates collective identity from organisational identity, highlighting the multi-layered nature of identity.

Further, this review seeks to understand the activities and processes involved in collective identity construction, which have been theorised as identity work (Kreiner & Murphy, 2016; Snow, 2001; Waston, 2008). A large amount of research into identity work has adopted a discursive approach (Brown, 2017). It observes that there is a tendency to integrate history and materiality in identity work, but this has been overlooked in contemporary research (Ravasi, Rindova, & Stigliani, 2018; Suddaby, Foster, & Quinn Trank, 2016; Wadhwani, Suddaby, Mordhorst, & Popp, 2018; Watkiss & Glynn, 2016). Two research questions were derived from the literature review:

RQ 1: How has a collective identity been constructed across the lifespan of a temporary post-disaster IOC?

RQ 2: How have members of this temporary IOC made sense of this collective identity when they are still employees of their home organisation, especially when this IOC is winding down?

2.2 Disaster Management

Research on dealing with disaster situations has been done across many academic disciplines including computer science, social science, medicine and environmental science. Contemporary disaster research has strongly focused on mitigating risks (Alsamhi, Ansari, & Rajput, 2018; Klima & Jerolleman, 2014; Passarella, Raflesia, Lestarini, Rifai, & Veny, 2018;

Senanayake, 2018; Xie & Qu, 2018), preparing for unpredictable disaster (Adams, Prelip, Glik, Donatello, Eisenman, 2017; Beatty, Shimshack, & Volpe, 2019; Hasegawa, Murakami, Takebayashi, Suzuki, & Ohto, 2018; Paton, 2003; Raikes, Smith, Jacobson, & Baldwin, 2019; Tierney, Lindell, & Perry, 2001), governing emergency responses (Bram & Vestergren, 2012; Dittus, Quattrone, & Capra, 2017; Grant, Mitchell, & Dyer, 2016; Kapucu, 2005, 2006, 2009; Kreibich, Müller, Schröter, & Thieken, 2017), recovering from disasters (Aldrich, 2012, 2016; Brady, 2018; Cloke & Conradson, 2018; Eid & El-Adaway, 2015; Feener & Daly, 2016; Horney, Nguyen, Salvesen, Tomasco, & Berke, 2016; Nakagawa & Shaw, 2004; Tierney & Oliver-Smith, 2012), and learning from the disaster (Athukorala & Resosudarmo, 2005; Banipal, 2006; Clay, Greer, & Kendra, 2018; Farazmand, 2007; Hall et al., 2017; Jimee, Meguro, & Dixit, 2019; Takabatake et al., 2018; Toft & Reynolds, 2016; Zhou, Battaglia, & Frey, 2018).

Most recently, many scholars have paid much attention to organisational resilience following disasters and indicators associated with that resilience (Cai et al., 2018; Cimellaro, Arcidiacono, & Reinhorn, 2018; Coles & Buckle, 2004; Demiroz & Haase, 2019; Duit, 2016; Hall, Malinen, Vosslamber, & Wordsworth, 2016; Sadri et al., 2018; Seville, Stevenson, Vargo, Brown, & Giovinazzi, 2015; Zhang, Wang, & Nicholson, 2017). These studies have identified inter-organisational collaboration (IOC) among diverse parties (e.g., public and private agencies) as the key in dealing with complex and uncertain disaster situations (Eide, Halvorsrud, Haugstveir, Skjetne, & Stiso, 2012; Eide, Haugstveit, Halvosrud, & Borén, 2013; Fisk, Good, & Nelson, 2018; Lu, Xu, Wang, & Xu, 2018; Norris-Tirrell & Clay, 2006; Perry, 2007; Scholtens, 2008; Vivacqua et al., 2016).

2.3 Temporary IOCs in Disaster Management

IOCs are vital in dealing with natural or human-related disaster (Curnin, Owen, Paton, & Brooks, 2015; Gamboa-Maldonado, Marshak, Sinclair, Montgomery, Dyjack, 2012; Guo & Kapucu, 2014; Kapucu, 2012; Lu et al., 2018; William & Streib, 2006) because of the capacity they provide to undertake large scale complex tasks that would be beyond the scope of individual organisations. Specifically, they are necessary during the post-disaster recovery phase when reconstruction organisations are involved in project management (Chang-Richards, Rapp, Wilkinson, Von Meding, & Haigh, 2017) to repair the infrastructure or buildings in a defined timeframe, to enable local communities affected by adversities to regain normality as soon as possible. Accordingly, reconstruction work in post-disaster recovery is very time-bound and conducted with pre-defined outcomes. From this perspective, reconstruction projects are temporary organisations (Beck & Plowman, 2014; Chang, 2010; Feldbrugge, 2015; Packendorff, 1995; Sydow & Braun, 2018; Tuner & Müller, 2003). The concept of *temporary organisation* (TO) is well-suited to this post-disaster environment. IOCs formed in a disaster environment are typical TOs.

TO is not a new concept. It has been discussed a lot in organisational literature (Bakker, DeFillippi, Schwab, & Sydow, 2016; Jacobsson, Lundin, & Söderholm, 2015; Lundin & Söderholm, 1995; Sergeeva & Roehrich, 2018; Tukiainen & Granqvist, 2016). Although no definitions of TO are widely accepted because scholars have approached this topic from different standpoints, there does exist a general consensus that all TOs have a pre-determined "termination point" (Burke & Morley, 2016).

In a post-disaster setting, temporary IOCs are formed and begin operation with common goals and missions (Curnin & Owen, 2014; Jacobsson et al., 2015) that are accepted by the various contributing organisations. Shared identity and values bring all parties together, so the strength of each can be combined to accomplish planned tasks (Conner, 2016; Thomson &

Perry, 2006). The common goals and beliefs mean that all participating parties are expected to contribute to the success of the IOC. The shared belief that they are contributing to reconstruction projects provides the initial incentive for the various parties to collaborate (Lu et al., 2018). Common beliefs and shared identity function as a glue for diverse contributors to work collectively (Agranoff & McGuire, 2003; Conner, 2016; Sabatier & Jenkins-Smith, 1993). Together, they face the fact that this IOC will be disbanded once the recovery goal is achieved. Once the goal is achieved, an IOC is usually disestablished.

2.4 Coopetition in Post-disaster Recovery

2.4.1 Disaster recovery governance

In a disaster response, contributing organisations are motivated by humanitarian values and seek to collaborate effectively to relieve the negative effects on individuals, organisations and communities in the disaster zone (Day, Melnyk, Larson, Davis, & Whybark, 2012; Kovács & Spens, 2007). These humanitarian relief activities are enforced beyond commercial interests (Beamon & Balcik, 2008; Ernst, 2003). In the post-disaster recovery phase, the focus naturally shifts from disaster relief to post-disaster recovery tension, the recovery environment is still unpredictable and complicated as disasters could have "long-term effects on a region" (Kovács & Spens, 2007, p. 105). Differing from aid activities in emergency response, effective reconstruction efforts are expected to be dedicated to the overall recovery of local communities, both economically and socially. This makes recovery tasks similar to conventional business operations even though they are not profit-oriented (Kovács & Spens, 2007). To this end, participating agencies in restoration practice need to form a pragmatic and sustainable partnership for the rebuild to proceed logically and in a coordinated fashion.

2.4.2 Recovery models

Disaster recovery is very location-specific. The literature suggests the way that supports resources for rebuild projects are organised varies from country to country. The recovery effort appears to largely depend on culture, public policy, political system and economic development (Comerio, 1998). Chang, Wilkinson, Potangaroa, and Seville (2012) examined these indicators using case studies in Indonesia, China and Australia and found the reconstruction projects management was linked to the availability of resources in disaster recovery that each country could mobilise.

Previous research suggested four recovery governance models: the paternalistic model, the infusion of aid model, the limited intervention model and the market-oriented model (Comerio, 1998; Phillips, 2009, 2015). These models are compared in Table 2-1. Examples of each model are presented.

Table 2-1 Recovery Governance Models and Examples

Governance Model	Feature	Example	Leading Reconstruction Agency	Dominant Partnership
Paternalistic model	Centralised management. Recovery policy devised and funded by the central government.	Yushu earthquake in Qinghai Province in 2010, China	Yushu Post-Earthquake Recovery Team[2]	Collaboration
Capital infusion model	Outside aid infusion through NGO assistance (developing countries)	Haiti earthquake in 2010, Haiti	The United Nations Office for the Coordination of Humanitarian Affairs[3]	Collaboration

[2] http://www.gov.cn
[3] http://www.unocha.org/where-we-work/haiti

Limited intervention model	Less government assistance, more participation from private sectors, NGO and communities (some developed countries)	Hurricane Katrina in New Orleans in 2005, America	Mennonite Disaster Service (MDS) Agency (see Jenkins, Lambeth, Mosby, & Van Brown, 2015)	Collaboration
Market model	Market force centred: stakeholders rebound on their own without grants from national governments.	the Great Hanshin earthquake in 1995, Japan	Private sector and other market forces are dominant in recovery.	Competition

According to Comerio (1998) and Phillips (2009, 2015), the paternalistic model is also called the "redevelopment model" in which the recovery policy is centralised by the central government. Financial, material and human capital supports are mobilised and organised at the national level. These rebuilding resources are allocated to local governments. Governmental authorities nominate state-owned businesses as contractors for rebuilding projects which were also devised by central government systematically. This model has been used in China such as during the rehabilitation after the 1976 Tangshan earthquake, the 2008 Wenchuan earthquake, and the 2010 Yushu earthquake. The overall recovery process is mainly regulated by central authorities.

The capital infusion model is also known as the infusion of aid model (Comerio, 1998). Outsider support is brought to disaster regions through NGO and other kinds of international relief organisations. The infused capital aims at first-aid, devastated infrastructures, and properties. This model is very common in developing countries such as India, Indonesia, and Malaysia. These countries cannot mobilise and afford all the necessary nationwide resources when catastrophic disasters occur. For example, following the Indian Ocean tsunami in 2004,

extensive international assistance subsidised restoration of the local economy and reconstruction of communities, schools, houses, and hospitals.

The disaster recovery in developing countries "has no equivalent in disaster assistance in the developed world" (Comerio, 1998, p.126) as outside entities are not expected to contribute to disaster aids and rebuild. Developed countries rely on internal mutual insurance systems and business operations when dealing with devastating disasters. In the limited-intervention model, the reconstruction is dominated by private sectors (e.g., insurance companies) with less involvement from the communities and government. This model is popular in some developed countries such as America and Italy. In practice, well designed, integral coordination between private and public sectors is necessary (Chang-Richards, Wilkinson, Seville, Brunsdon, & Potangaroa, 2013).

The market model simplifies market forces as post-disaster rehabilitation strategies. It assumes disaster victims are completely responsible for themselves, without assistance from the government. This model is also used in developed countries where a market-oriented economy is well developed. The role of market forces such as insurance companies, banks, and private sectors is significant in post-disaster recovery. This model has been criticised because private sector-oriented reconstruction discloses and exaggerates "socio-economic vulnerabilities of affected communities" (Gotham & Greenberg, 2008).

The literature shows that practices for post-disaster restoration administration are linked to public policies, at both local and central government levels (Chang-Richards, et al., 2013), specifically, situated in the "political-economic context and set of specific urban conditions" (Inam, 2013). These models, therefore, are variously adopted in different areas and regions.

2.4.3 Coopetition: a nascent partnership

In the disaster response phase, responding organisations are motivated by humanitarian values to collaborate effectively to relieve victims (Wilson & Meriläinen, 2014). In the recovery phase, the focus shifts from the disaster relief to the post-disaster rebuild work. The recovery environment is more like a normal business situation, which makes the recovery mission similar to a conventional business operation even though it is not profit-oriented (Kovács & Spens, 2007). To this end, participating organisations are required to form sustainable and adaptable partnerships to enable rebuild projects to proceed economically and socially. How they do this is shaped by the nature of the recovery governance, which is typically associated with the political and economic environment within which reconstruction projects are commenced (Inam, 2013). Accordingly, a diverse array of partnership types can emerge among rebuild organisations.

In the market-oriented model, the competition is predominant. In the paternalistic model and the capital infusion model, the collaborative relationship is apparent. When commercial companies are dominant for the rebuilding task in the post-disaster scenario, the predominant value is shifted from humanitarianism to commercial awareness. In contrast to the strong social responsibility shown during disaster responses, reconstruction organisations focus more on their own business interests. As philanthropic values still play a crucial role at this stage (Wilson & Meriläinen, 2014), the partnership between organisations shifts from pure collaboration to coexisting collaboration and competition. This phenomenon occurs when an IOC is involved in rebuild work as one entity. At the strategic level, the rebuilding work requires collaborative interactions among member organisations for successful rehabilitation as a whole. At the tactic level, participating organisations in this IOC inevitably care more about their own commercial benefit in a fiercely competitive market environment.

This newly emerging relationship is defined as "coopetition" (Bouncken, Gast, Kraus, & Bogers, 2015; Lundgren-Henriksson & Kock, 2016a, 2016b; Ritala & Sainio, 2014; Schmoltzi & Wallenburg, 2012; Walley, 2007). Coopetition is used to describe a paradoxical situation within which the competition and collaboration among organisations exist simultaneously at the same horizontal level (Schmoltzi & Wallenburg, 2012). Organisations involved in coopetitive situations may compete and collaborate concurrently to develop and share the same market.

Researchers have different opinions on where this term originally came from (Walley, 2007). One influential view assumes that the term was first clearly used by Ray Noorda, the founder and Chief Executive Officer of Novell in the 1980s. Nalebuff and Brandenburger (1997) developed the revolutionary mindset of "coopetition" using game theory. The authors elucidate competitors' interconnection and cooperative strategies for a "win-win" equilibrium. Raza-Ullah, Bengtsson, and Kock (2014) dissect the paradoxical coopetition at the individual, organisational, and inter-organisational levels and find that emotional ambivalence emanates at different levels. Individuals act not only as competitors for their own organisational interests and priorities but also as collaborators for common goals and outcomes. In this circumstance, those involved in this coopetitive partnership encounter paralysing role conflicts due to being unable to integrate this paradoxical partnership (Raza-Ullah et al., 2014). Role conflicts happen when individuals must concurrently fulfil competing roles and this compromises their ability to operate (Ashforth & Mael, 1989).

As a solution, this demands "the creation of a nested identity which shifts from an initial company-centric identity and allows employees to integrate and leverage their collaborative and corporate roots" (Stadtler & Van Wassenhove, 2016, p. 25). However, the literature has done little to shed light on this coopetitive partnership and how collective identities form in a post-disaster recovery scenario. We do not know, for example, how stakeholders handle

challenging, contradictory but interrelated dualities (Raza-Ullah et al., 2014) and how individuals clarify and make sense of their identities for collective performance.

2.5 An Identity Issue in Temporary Coopetitive Post-disaster Rebuild Organisations

IOCs need to have effective management in order to achieve collective competence (Boreham, 2004) as they face problems that normally exceed individual organisations' capability to resolve alone (Beck & Plowman, 2014; Hardy, Phillips, & Lawrence, 2003). However, not all IOCs function successfully in practice. Many have failed to develop the flexible and operable governance structures needed to coordinate diverse contributors' interests. For instance, the emergency response following Hurricane Katrina was considered to be inadequate because of insufficient coordination and an inefficient process among participating actors (Daniels, 2007; Lester & Krejci, 2007; Moynihan, 2009). The propensity for failure has received a lot of attention from academic researchers and practitioners interested in the determinants of effective IOCs (Becerra-Fernández et al., 2008; Fiedrich & Burghardt, 2007; Gotham, 2015; Howitt & Leonard, 2006; Sagun, Bouchlaghem, & Anumba, 2009).

As a result, a large body of research has been carried out to explore components contributing to collaborative competency. Several factors have been commonly identified as contributing to competency, including inter-organisational communication (Keyton, Ford, & Smith, 2012; Ryan & Matheson, 2010), information and communication technology (Hu & Kapucu, 2016), information sharing systems (Allen et al., 2014), organisational boundary spanning (Curnin & Owen, 2014; Curnin, Owen, & Trist, 2014; Kapucu, 2006), decision-making (Kapuca & Garayev, 2011), the development of trust among multiple stakeholders (Bachmann & Zaheer, 2008; Rainbird, 2012; Vangen & Husham, 2003), the arrangement of a central authority (Gray, 1985, 2008), and organisational autonomy (Zareii et al., 2014).

Other scholars have shed light on issues around identity in collaborative settings that occur due to the multiple interests of the diverse organisations involved in IOCs (Barbour & James, 2015; Beech & Huxham, 2003; Maguire & Hardy, 2005; O'Malley et al., 2014). Studies have highlighted the significance of collective identity as a key contributor to successful IOCs (Conner, 2016; Kourti et al., 2018; Koschmann, 2012; Ma, 2017; Rainbird, 2012), especially for temporary IOCs formed in disaster environment (Beck & Plowman, 2014).

When business rivals take part in such IOCs, a simultaneously competitive and collaborative partnership is forged. This particular relationship is referred to as coopetition (Stadtler & Wassenhhove, 2016), a state which adds to the complexity of operating IOCs. This requires that all contributors perform collaboratively. Temporary IOCs need to coordinate various interests among competitors and make sure they can smoothly convert the competitive relationship to a collaborative partnership to achieve the goals of the IOC. Constituting a collective identity is the key to achieving this collaborative performance in a coopetitive partnership (Minà & Dagnino, 2016). Despite the recognition of the importance of collective identity, there have been few empirical studies examining how collective identity is constructed in such temporary IOCs, or how members in a temporary coopetitive organisation are mobilised and encouraged to acknowledge and enact their sense of "we-ness" while they are still employees of their home organisation. There is an opportunity to explore this important area with a view to identifying ways to achieve an integrative collective identity in temporary IOCs.

2.6 Collective Identity

Collective identity studies have burgeoned in recent decades (See Brewer & Gardner, 1996; Huang & Chang, 2019; Hunt & Benford, 2004; Koschmann, 2012; Melucci, 1989; Polletta & Jasper, 2001; Priante, Ehrenhard, Van Den Broek, & Need, 2018; Snow, 2001; Ybema, 2010;

Zamparini & Lurati, 2017). The popularity of using collective identity to explore complex social realities and organisational lives has resulted in scholars approaching this concept from various perspectives. This section discusses the range of definitions of collective identity that have emerged.

Very often, the terms collective identity and organisational identity are used interchangeably in organisational studies (Brown, 2006; Ybema, 2010; Koschmann, 2012). For instance, researchers like Öberg (2016) have mixed up these concepts and presented plausible definitions of collective identity and relevant terms. This, however, inevitably confuses researchers, especially nascent scholars who engage in theorising collective identity and its application. Adding to the confusion, a variety of terms are used to refer to collective identity in different settings. Examples include "group identity" (Chen & Li, 2009; Peteraf & Shanley, 1997) and "collaborative identity" (Higgins & Goodhue-Pierce, 1996; Thomson et al., 2007). The research work that utilises these terms contributes to our understanding of the richness of collective identity and the way it embraces a wide range of social practices. However, these terms also work against efforts to systematise the research on collective identity, especially in organisational studies. As a result, this review does not include the extensive literature that addresses these types of collective identity. The review primarily examines research articles with "collective identity" in their titles, abstracts, and keywords, and deliberately limits the literature on collective identity to the field of organisational studies.

The notion of collective identity can be traced to the social-psychological work in Europe and the United States in the late 19th and early 20th centuries (Hunt & Benford, 2004). Research on collective identity has been traditionally located in social movements since Melucci (1989) systematically articulated the notion of collective identity. In essence, he and those who followed him propose that collective identity can be defined as the shared and

interactive sense of "we" (i.e., who we are as a collective) aligned with a collective (Cerulo, 1997; Melucci, 1995; Snow, 2001).

Interestingly, there always exists a debate about whether collective identity is a process (Melucci, 1995; Snow, 2001) or a product (Cerulo, 1997). The former perspective addresses interactive activities through which collective identity is created, sustained, and developed in relation to a collective's past, present, and future (Pratt, 2003). The series of activities at both the individual and collective levels are theorised as identity work (Brown, 2017; Snow, 2001; Watson, 2008), a concept that is explained later in this chapter. The latter perspective, however, emphasises the structure and content of collective identity, which generally refers to the cognitive, emotional, and moral aspects of collective identity (Hunt & Benford, 2004).

2.6.1 Definition of collective identity

Rooted in classic sociological constructs such as Durkheim's collective conscience (Némedi, 1995; Pickering, 2002) and Marx's class consciousness (Lukacs, 1972), collective identity accentuates "we-ness" and the shared attributes of a collective (Cerulo, 1997). However, analytically, there continues to be no consensus with respect to a definition of collective identity (Fominay, 2010; Snow, 2001). Scholars have conceptualised it from various perspectives. Among them, Melucci (1989) develops "the most systematic, comprehensive and influential theory of collective identity" (Fominaya, 2010, p. 394). After studying social movements in the 1980s, Melucci (1989) conceptualises collective identity as a social construct created by actors' interactions and proposes that the three essential defining aspects of collective identity are a cognitive framework, negotiated interaction and emotional recognition. Melucci (1989) views collective identity as a process during which common cognition emerges for individuals to adjust their actions for the productiveness of a collective.

Moreover, Melucci (1995) stresses that collective identity is a constructive process and an analytical tool that can be used to gain a better understanding of collective actions. He posits that collective identity is necessarily related to the collective performance in a process that allows actors to make sense of their motivations and behaviours. From this perspective, it can be argued that collective identity involves processes that are enacted through interactive cycles of sensemaking and sensegiving. These processes integrate actors' past and present experiences into their future expectations. In particular, Melucci (1995) views collective identity as a "laborious process" (p. 50) in which a collective finds a sense of itself by reflecting on changes and threats from its internal and external environments and then makes sense of these changes.

This social constructionist perspective of collective identity has been further developed by Snow (2001). Underscoring collective identity as a process, Snow (2001) emphasises the role of social interactions in constituting collective identity. According to this account, collective identity, like the organisation itself, is conceptualised as fluid, tentative, and transient, and envisaged to be always in a state of becoming (Tsoukas & Chia, 2002). Specifically, from a narrative approach, collective identity is perceived as narrative constructions involving oral and written expression (Brown, 2006). Those narratives are produced in negotiation between organisational insiders and outsiders (Coupland & Brown, 2004; Johansen, 2014) and reflect how organisations define themselves through changes and crisis over time. In a similar vein, collective identity has been approached in concert with the proposition that communication constitutes the organisation and conceptualised as "an emergent abstraction of localised interactions" (Koschmann, 2012, p. 68) among collaborating members. According to this account, collective identity is represented as a dynamic communicative phenomenon rather than a cognitive framework.

Differing from the social constructionist view of collective identity, there exists an essentialist perspective which considers collective identity as an essential property of a

collective, and a unique product of the mobilisation of this collective. Although highlighting the sense of "we" of a collective (Taylor & Whittier, 1992), this approach focuses on components of collective identity by exploring the "similarities or shared attributes" (Cerulo, 1997, p. 386) of a collective. Collective identity is conceptualised as "an individual's cognitive, moral, and emotional connection with a broader community, category, practice, or institution" (Polletta & Jasper 2001, p.285). For instance, Pratt (2003) discusses collective identity as a product by underlining the "self-referential meaning" (p. 164) of a collective. By the same token, Ashmore, Deaux, and McLaughlin-Volpe (2004) conceptualise collective identity as a set of values and beliefs associated with a specific social category. This essentialist perspective of collective identity spotlights the significance of shared values, awareness, and consensus by members of a collective, and the sense of belonging to and unity with the same unit. As such, individuals' identification with a collective is considered pivotal to sculpturing collective identity (David & Bar-Tal, 2009). To accommodate this, the denotation of collective identity has been extended to include "individuals' identifications of, identifications with, and attachments" to a collective (Hunt & Benford, 2004, p. 450).

From these definitions, we can see that collective identity refers to not only the shared awareness or understandings of "we-ness" towards a specific social unit but also individuals' sense of belonging to and identification with this unit. Both are created, communicated and maintained through a dynamic process that integrates actors' past, present, and future. Reviewing these definitions indicates that there is no single definition that incorporates all aspects of collective identity. For the purpose of this study, Snow's (2001) explanation is adopted. From a social constructionist perspective, he proposes that "collective identity is constituted by a shared and interactive sense of "we-ness" (Snow, 2001, p. 3) associated with a collective agency. He argues that collective identity "can surface among almost any grouping or aggregation in a variety of contexts" (p. 4). Furthermore, he emphasises the processes that

create, express, sustain, and modify collective identity. This definition emphasises the multiplicity and dynamics of collective identity.

On the one hand, collective identity is a product of organising people into informal groups and organisational structures. Its components embrace collectively shared cognitions, emotions, and behaviours (Ashmore et al., 2004; Hunt & Benford, 2004; Melucci, 1898, 1995; Pratt, 2003) that are essential and unique attributes of a collective. David and Bar-Tal (2009) suggest that the content of collective identity is "complex and dynamic" (2009, p.369) and argue that two levels are contained in this structure. The first level is relevant to individuals' identification at a micro socio-psychological level. Individuals have a sense of belonging (e.g., emotion and motivation) to a collective. The second level is at a macro-societal level, focusing on shared awareness based on the sense of belonging at the first level. Actors' interdependence pertains to the awareness which is sustained through their participation in rituals and utilisation of cultural products. On that account, collective identity can be signified through cultural products such as "names, narratives, symbols, verbal styles, rituals, clothing, and so on" (Polletta & Jasper, 2001, p.285). Therefore, it is important to systematically scrutinise behaviours, the utilisation of artefacts and rituals (Cerulo, 1997; Pratt, 2003; Van Stekelenburg, 2013), and the symbolic meanings attached to them. However, this is an area that still needs to be developed (Brown, 2017).

On the other hand, collective identity is considered a process that involves primarily inward-focused sensemaking (Pratt, 2003, 2012) that includes members' understanding of themselves as a collective by looking at its the past, present and future. In the process of creating, sustaining, and changing a collective identity, actors (re)shape their expectations and behaviours in ways that respond to the surrounding environment. This process is also discursively constructed by outsiders who are not members of this collective (Brown, 2006) when they refer to the collective. Focusing on collective identity as a process invites

considerations of actors' interactions from "agreement and disagreement, convention and innovation, communication and negotiation" (Jenkins, 2008, p, 17). That is to say, not only cognitions and emotions but also "practical projects" (Van Stekelenburg, 2013, p. 2) should be the foci when appreciating the rich and varied dimensions that are embraced by the concept of collective identity. If we accept this view, then we must conclude that the attention should be paid to activities and interactions through which collective identity is constantly developed, modified, and sustained.

David and Bar-Tal (2009) argue that, fundamentally, an understanding of collective identity requires "the formulation of a collective attitude toward the three components of the dimension of time: past, present, and future" (p. 365). To be specific, considering collective identity as a process implies a temporal dimension. To put it another way, social actors need to integrate "the past and the emerging elements of the present" (Melucci, 1995, p. 49) into a dynamic process of how they (re)define themselves as a collectivity over time. Moreover, the "future can be mined from the past and present for better understanding the synthesis of collective identity" (Cerulo, 1997, p. 399). Pratt (2003) highlights a temporal view of collective identity by looking at organisations' past, present, and future, and how events trigger identity change. Approaching collective identity as a discursive construct, Brown's (2006) narrative approach explicitly integrates temporality into the research on collective identity. Together, these scholars' accounts of collective identity suggest this temporal aspect of collective identity that proposes the possibility of identity change across the past, present, and future, as either the content of collective identity varies, or activities constituting collective identity change and evolve.

Generally, collective identity can be accepted as a multi-layered concept (Melucci, 1995; Pratt, 2003). In other words, collective identity "can range from purely aggregated behaviour to formal organisation" (Melucci, 1989, p. 35), depending on the size and type of

the collective (Snow, 2001). It may emerge in any type of collective and emanate from multiple levels such as the social community level, the inter-organisational level, the organisational level and the group level. As a result, collective identity can be constituted in many forms of organising. For instance, collective identity at the national level has been studied as national identity (Maxwell & Davis, 2016). Collective identity at the organisational level has been studied as organisational identity (Hardy et al., 2005; Greenwood et al., 2011). At the group level, collective identity is conceptualised as group identity (Gardner & Garr-Schultz, 2017). As such, collective identity comprises subordinate concepts like gender identity, national identity, and organisational identity (Johansen, 2014). They are all different forms of collective identity at different levels of analysis (Pratt, 2003).

It is because collective identity is multi-layered that dual or multiple identities can occur, especially in complex contexts of organising. Most of the time, actors hold dual or multiple collective identities, some of which are less salient than others (Van Stekelenburg, 2013). Collective identities at different levels may interweave and contrast with each other (Ashforth, Rogers, & Corley 2011). Therefore, identity conflicts and misalignment can happen (Pratt, 2003), which makes the study of collective identities challenging. For example, in a paradoxically coopetitive environment (Raza-Ullah et al., 2014), actors, on the one hand, are required to form a sense of "we-ness" for the outcomes of the collaboration they participate in; on the other hand, they need to reinforce the consciousness of being individual organisations' representatives and behave as competitors for the interests of these organisations. In this circumstance, there is a tension between members' sense of specific organisational identity and their sense of collective identity at the collaborative level. The effectiveness of this coopetition would be significantly reduced if the divergence between the two forms of collective identities expands (Lundgren-Henriksson & Kock, 2016a, 2016b). It is the potential for this tension to be disruptive that makes it important to understand how collaborating members manage dual

or multiple collective identities and the consequences of this management in a coopetitive environment.

2.6.2 Collective identity, social identity, and personal identity

Research on collective identity (Ashmore et al, 2004; Pratt, 2003; Snow, 2001) has observed the interplay among collective identity, social identity, and personal identity. The three types of identities interrelate and overlap in ways that ensure they mutually construct each other (Owens, Robinson, & Smith-Lovin, 2010; Priante, Ehrenhard, Van Den Broek, & Need, 2018). To fully understand collective identity, it is necessary to appreciate the "nested" nature of personal, social, and collective identity and capture the interrelation amongst them, while distinguishing collective identity from social identity and personal identity. The following sections seek to do this while acknowledging that the burgeoning literature on all types of identity (Brewer, 1991; Brewer & Gardner, 1996; De Fina, 2012; Flynn, 2005; Hunt & Benford, 2004; Owens et al., 2010; Polletta & Jasper, 2001; Snow, 2001; Stryker, Owens, & White, 2000) make any comprehensive review unrealistic.

Personal identity, also called self-identity (May & Cooper, 1995), refers to how an individual distinguishes himself or herself from all others (Ferguson & Ford, 2008; Hornsey, 2008; Jenkins, 2008; Snow, 2001). From a psychological point of view, it is how individuals address the definition of self and answer the question "who am I?" Personal identity is associated with personal consciousness and emphasises characteristics that are specifically attributed to the self and unique to this self (Cruwys, Haslam, Dingle, Haslam, & Jetten, 2014). Discourses and narratives (re)shape personal identity (Sveningsson & Alvesson, 2003; Watson, 2008). From a sociological point of view, personal identity is self-awareness that is produced at the intersection between personal characteristics and contexts including organisational culture, structure and managerial patterns (Kreiner, Hollensbe, & Sheep, 2006). It is

conceptualised as practice-based, relational and dynamic of oneself (Whitley, Gal, & Kjaergaard, 2014). The sociological perspective focuses on the relational nature of personal identity that is created through engagement with others.

In essence, personal identity refers to the "I" part of the self, while, social identity refers to the "we" aspects of the self (Onorato & Turner, 2004; Pratt, 2003). Tajfel (1974, 1978), who developed the classic work on social identity, proposes that social identity addresses how actors position themselves in special social groups and emphasise individuals' membership to this group (Ashforth & Mael, 1989; Oakes & Turner, 1986). Social identity theory proposes that individuals define themselves by differentiating between the groups they do and do not identify with. Social identity (Cruwys et al., 2014; Ferguson & Ford, 2008; Hornsey, 2008; Korte, 2007) emphasises the membership of a social unit and the values and emotions that are attached to this membership (Stets & Burke, 2000; Haslam, Eggins, & Reynolds, 2003). It is often adopted as the theoretical frame when conducting in-group and out-group comparisons (Hogg & Terry, 2000; Tajfel & Turner, 1979).

By contrast, collective identity refers to how individuals define themselves as a collective (e.g., a group, an organisation, or a nation) through interactions. Identification has the potential to link the three intriguing concepts (Ashforth & Mael, 1989; Ashforth et al., 2008). Identification is the key process in the formation of collective identity and is conceptualised as "the perception of oneness or belongingness to some human aggregate" (Ashforth & Mael, 1989, p. 21). Ashforth et al., (2008) explain the relationship between identity and identification:

> *"The concept of identity helps capture the essence of who people are and, thus, why they do what they do... Identification matters because it is the process by which people come to define themselves, communicate that definition to others, and use that definition to navigate their lives, work-wise or other (p. 334)".*

As a consequence of these characteristics, identification provides the process whereby "collective identity becomes transformed into social identity" (Pratt, 2003, p. 169) and

associated with personal identity (Brown, 2017) and social identity (Miscenko & Day, 2016) through individuals' commitments to a collective, their participation in this collective's rituals, and the use of its artefacts (Van Stekelenburg, 2013). Many studies have explored the way collective action encourages collective action and is created by such action in social movements. There is considerable contemporary scholarly interest in how computer-mediated action (i.e., computer-mediated communication) contributes to social movements like the Arab Spring or Occupy Wall Street (see Priante et al., 2018 for a review).

2.7 Collective Identity in Organisation Studies

At the macro level, an extensive amount of research on collective identity has been done in the past three decades and this has strongly focused on its connection and consequences for social realities such as gender (Garrin & Marcketti, 2018; Sexton & Jenness, 2016), ethnicity (Shams, 2017; Verkuyten, 2018), national identity (Beauregard, Papazian-Zohrabian & Rousseau, 2017), politics (Börzel & Risse, 2018; Eder, 2009; Greenhill, 2008), and social movements (Hellman, 2018; Holland, Fox, & Daro, 2008; Olson, 2017). Those studies have elucidated how collective identity is formed and how it triggers collective actions. For example, Jian and Chan (2016) examine the role of collective identity in mobilising contentious environmental collective action (e.g., protests) in urban China. They find participants use framing to maintain collective identity.

In recent years, research attention has been increasingly directed to how collective action through computer-mediated communication creates identification that leads to and sustains social movements. (Bimber, 2017; Gerbaudo, 2018; Milan, 2015; Priante et al., 2018). Approaching collective identity as a process, Priante et al., (2018) review studies on collective identity in social movements like Arab Spring (Wolfsfeld, Segev, & Sheafer, 2013), Occupy Wall Stress (Kreiss & Tufekci, 2013; Theocharis, Lowe, Van Deth, & García-Albacete, 2015).

This literature shows that computer-mediated communication functions as the bridge between collective identity and collective action.

At the inter-organisational level, scholars have explored the importance of collective identity in facilitating collaboration and its contribution to collaborative practice (Beech & Huxham, 2003; Hardy et al., 2005) by examining how collective identity is created to unite diverse parties and promote their collaboration. Central to these studies is the process of constructing collective identity. Hardy et al., (2005) emphasise the significance of collective identity in inter-organisational collaboration. Adopting a discursive approach, they argue that collective identity emerges in the process of conversations. They presume two kinds of conversations are vital for the formation of collective identity. One is conversations about common issues through which the collaboration is formed and general memberships are produced. Another is conversations by which individual participants connect with each other directly. They find that both fertilise the soil from which collective identity is created. However, they do not explain how collective identity is developed and maintained across the lifetime of an IOC.

In a similar fashion, Koschmann (2012) assumes that collective identity emerges in dialectic conversations. He argues that communication of "intertextuality and distanciation"[4] accelerates the process of fostering collective identity. Collective identity is found to act as a tool to reify abstract conversations and authoritative text[5] (Kuhn, 2008) and help to coordinate and facilitate stakeholders' voluntary actions and interests in their collaboration. As a consequence, it is concluded that collective identity and communicative practice in an IOC are interrelated.

[4] Intertextuality addresses the situation through which collaborative members change and influence others' texts (Kuhn, 2008). Distanciation is depicted as a process in which communicative texts from situated conversations are disseminated beyond a particular space and time and become remotely available.
[5] This term indicates an abstract text that represents a collective and delineates its structure, legitimacy and practice (Kuhn, 2008, p. 10).

Further, Patvardhan, Gioia, and Hamilton (2015) argue that collective identity develops in a "complex, precarious and multiphased" (p. 405) process through which interdependence among members takes place. The authors explore an identity crisis that occurred in the interplay between the organisational level and the collective level. Eventually, a "coherent identity" instead of "consensual identity" (p. 424) emerged as a solution. They find that collaborating members shift their concentration from seeking consensus and collective meaning to pursuing "mutual interests, problems, goals and actions" (2015, p. 424). In this case, shared aims instead of common meanings became the distinct feature of collective identity. Therefore, the differences, challenges and even disagreement between members are comprehensible, understandable, and acceptable in order to achieve mutual objects. As a result, Patvardha et al. (2015) argue that collective identity formation is a continuous, dynamic, and interactive cross-level process that is affected by the characteristics of the organisation (e.g., the hierarchy, structure, and agreement of collectives).

As demonstrated earlier, collective identity at the single organisational level is described as organisational members' shared consciousness of what is core, enduring and distinctive about a specific organisation (i.e., organisational identity) (Albert & Whetten, 1985). Interestingly, some scholars have viewed collective identity as a synonym of organisational identity. Brown (2006) and Ybema (2010), for example, have used the two terms interchangeably in their research. Consistent with studies like Hardy et al. (2005), Koschmann (2012), and Patvardhan et al. (2015) that have adopted collective identity when researching the identity issue in IOCs, this doctoral study distinguishes collective identity from organisational identity. That is to say, collective identity is used when referring to collective identity at the inter-organisational level, while the notion of organisational identity is employed when talking about collective identity at the single organisational level.

2.8 Organisational Identity

As explained earlier, the terms of organisational identity and collective identity are used interchangeably by scholars in organisation studies (Brown, 2006; Haslam, Postmes, & Ellemers, 2003; Ybema, 2010). The distinction is necessary for this thesis. A brief review of the literature on organisational identity (Albert, Ashforth, & Dutton, 2000) follows with an emphasis on the nature and definition of organisational identity and the perspectives that inform it.

2.8.1 A social actor perspective

In their seminal paper, Albert and Whetten (1985) define organisational identity as members' shared beliefs of the central, distinctive, and enduring attributes of their organisation. This social actor perspective describes organisational identity as a property of an organisation, a set of claims about "who we are as an organisation" (Whetten, 2006, p. 220), which distinguishes one organisation from others. Accordingly, organisational identity is a self-defining construct (Whetten, 2006) which is inculcated at a collective level through organisational leaders' sensegiving actions (Ravasi & Schultz, 2006).

Research following this approach often highlights how organisational identity is maintained over time (Whetten & Mackey, 2002) and explores the interrelationship between organisational identity and organisational legitimacy and reputation (Illia & Lurati, 2006; King & Whetten, 2008). Organisational identity is considered as naturally stable, but open to revision during some organisational events, like a founding organisational member's departure or when an organisation experiences rapid development (Albert & Whetten, 1985). From this perspective, organisational identity may change is recognised, but it is assumed that this seldom takes place.

2.8.2 A social construction perspective

If we accept that organisations are always in a state of becoming (Tsoukas & Chia, 2002), slowly or radically, in response to opportunities, challenges or threats from surroundings (Hannan & Freeman, 1984), then viewing organisational identity as resistant to change becomes untenable. A "becoming" perspective underscores "the fluid nature of identity" (Gioia et al., 2000) and emphasises that, while organisational members' may collectively share an understanding of the core features of their organisation (Corley et al., 2006), there is always an ongoing social construction of organisational identity (Schultz, Maguire, Langley, & Tsoukas, 2012). From this perspective, organisational identity is not the outcome of organisational members' negotiation of "who they are", but an evolving process of negotiating, interpreting, and (re)constructing a sense of "who they are" in the context of shared experiences (Gioia & Hamilton, 2016). This perspective accepts that organisational identity is always being constructed (Gioia & Patvardhan, 2012) through members' sensemaking activities (Ravasi & Schultz, 2006). Research aligned with this view strongly focuses on identity change (Ybema, 2010), processes, and the dynamics of organisational identity (Hatch & Schultz, 2002). In doing so, it emphasises the fluid and changing nature of organisational identity (Gioia & Hamilton, 2016; Gioia & Patvardhan, 2012) and organisational members' sensemaking about it.

For example, Corley and Gioia (2004) conducted a case study at one Fortune 100 company and propose that organisational identity change might occur in two basic ways: either the identity label changes or the meanings interpreting the label shifts. Further, they find that the label change is much more obvious than the meaning change. However, if a distinct discrepancy between nascent meanings and extant meanings exists, then identity ambiguity occurs and produces identity instability. Gioia, Price, Hamilton, and Thomas (2010) investigate the process of organisational identity formation in a new college. The authors address the internal and external influences on identity formation. They observe the identity dynamics and

reveal how organisational identity is forged through articulating visions, experiencing meaning voids, engaging in experiential contrasts, converging on a consensual identity, negotiating identity claims, attaining optimal distinctiveness, performing liminal actions, and assimilating legitimising feedback. In a similar vein, Patvardhan et al. (2015) explore an identity crisis in iSchools (an international consortium of information schools) and find that iSchools members' perception of collective identity is "a process of becoming" (p. 429). Through this longitudinal study, the authors document how a coherent collective identity emerges from dynamic and complex processes.

In their study of a Danish audio-video producer, Ravasi and Schultz (2006) examine how organisational members reflect and make sense of organisational identity when facing environmental changes. This study finds that future strategy and desired image are grounded in the organisation's past, which influences how members currently structure organisational identity. Similarly, Schultz and Hernes (2013) illustrate how the past experience from organisational memories and ongoing identity construction are interrelated and constitute a temporal dynamics of identity claims. They find that claims for future organisational identity are associated with different forms of organisational memory (i.e., textual, material, and oral memory).

2.8.3 A synthesis perspective

The social actor view of organisational identity accents the static and enduring characteristics of an organisation. By contrast, the social construction perspective considers organisational identity as in flux and malleable. Interestingly, the two approaches do not conflict with each other. We see this in Ravasi and Schultz's (2006) study which suggests that the two perspectives are actually interrelated. They are the two sides of one coin. They are not only complementary but also mutually constitute each other (Gioia & Patvardhan, 2012; Gioia et

al., 2010). Indeed, there has been a trend that views organisational identity as a combination of sensegiving (Gioia & Chittipeddi, 1991) and sensemaking (Weick, 1995) processes. From a social actor point of view, the former explores how organisations distinguish themselves from others by a set of claims accomplished through a sensegiving process. In contrast, the latter, from a social constructivist perspective, emphasises the meaning and label changes of organisational members' "consensual understandings" (Gioia & Hamilton, 2016, p. 25) of who they are as an organisation.

These studies have provided a helpful guideline for this doctoral project by shedding light on sensegiving and sensemaking activities and helping to develop a comprehensive understanding of collective identity construction in the setting of an IOC. Collective identity is not merely about how organisational members make claims of who they are as an organisation (Gioia et al., 2000), but also how they are involved in a variety of activities that allow them to make sense of these identity claims in concert with changes from organisations' internal and external environments.

2.9 Sensemaking and Sensegiving in Organisational Identity Research

The concepts of sensemaking (Brown, Colville, & Pye, 2015; Hernes & Maitlis, 2010; Maitlis, 2005; Maitlis & Christianson, 2014; Sandberg & Tsoukas, 2015; Weick, 2012; Weick, Sutcliffe, & Obstfeld, 2005) and sensegiving (Gioia & Chittipeddi, 1991; Kraft, Sparr, & Peus, 2018; Maitlis & Lawrence, 2007) are notably applied in the study of collective identity, especially in organisations. The following section provides a review of the notions of sensemaking and sensegiving and their implications in identity research.

Famously defined by Weick (1979, 1995), sensemaking refers to the constructive process of understanding, explaining, and clarifying uncertainty, ambiguity, and confusions from the environment (Maitlis, 2005; Maitlis & Lawrence, 2007; Maitlis & Christianson, 2014;

Weick, 1995) in order to make experiences "sensible" (Weick, 1995). Not only is it "social, retrospective, grounded in identity, narrative, and enactive" (Sandberg & Tsoukas, 2015, p. s8), but also prospective "in order to construct an interpretation of reality" (Sonenshein, 2010, p. 479). Sensegiving is, however, a process (Maitlis & Lawrence, 2007) of deliberately "attempting to influence the sensemaking and meaning construction of others towards a preferred redefinition of organisational reality" (Gioia & Chittipeddi, 1991, p. 442). It happens when organisation managers, especially the top and senior management team, attempt to articulate, advocate, disseminate, or shape meanings of organisational change to internal and external stakeholders (Rouleau, 2005; Sandberg & Tsoukas, 2015; Søderberg, 2003).

Clark and Geppert (2011) is one example of a study that examines how sensemaking occurs in a collective. These authors adopt a political sensemaking perspective to explore subsidiary integration in multinational corporations. They find that subsidiary identity construction results from the dynamic interaction between key actors' sensemaking and sensegiving in these enterprises – what might be termed cycles of sensegiving and sensemaking (See Gioia & Hamilton, 2016; Gioia et al., 2010; Lundgren-Henriksson & Kock, 2016b; Ravasi & Schultz, 2006; Stigliani & Elsbach, 2018). Similarly, Clark et al., (2010) examine transitional identity during a merger between organisations. These authors highlight the significance of sensemaking in framing executives' understanding of a new identity and show how sensegiving is used by the top managers to influence the ways of understanding this shared identity in the identity change process.

Other scholars also employ a sensemaking approach to explore identity management. For instance, Tracy, Myers, and Scott (2006) explore identity management among human service workers. Recently, Stigliani & Elsbach (2018) explore how industry founders utilise sensemaking and sensegiving processes to co-construct both a distinctive organisational identity and a coherent industry identity. They find that the industry founders used labels in a

series of sensemaking processes to emphasise identity co-formation. They show how this became challenging when the founders engaged in sensegiving processes to demonstrate and communicate the meaning of these labels to practitioners. The authors conclude that sensemaking and sensegiving about the label in an emerging industry create the opportunity for the founders to construct a distinctive organisational identity while developing a coherent industry identity. Lundgren-Henriksson and Kock (2016b) present one of the few studies that look at sensemaking and sensegiving about collective identity in a coopetition. They use a sensemaking lens to examine how middle managers cope with a paradoxical relationship of coopetition in strategic change development. The findings from their study clearly indicate that the "cycles between sensemaking and sensegiving at both top and middle managerial levels" (p. 29) are at the heart of how middle managers cope with the paradoxes of coopetition. The authors show how top managers engaged in sensegiving in order to introduce the awareness of coopetition and a shared identity in this coopetition. The discourses employed by the top managers in their strategic sensegiving then trigger sensemaking and responsive sensegiving at lower management levels.

Notably, the literature review did not locate studies on sensemaking and sensegiving in relation to identity construction in temporary organisations, especially temporary coopetitions formed in a post-disaster recovery environment. The literature review suggests that, while there is a plethora of studies on collective and organisational identity construction (Brown, 2006; Gioia et al., 2010; Hardy et al., 2005; Koschmann, 2012; Patvardhan et al., 2015; Ravasi et al., 2018; Tracy et al., 2006; Van Knippenberg, 2016; Ybema, 2010), more research is needed on the way managers strategically approach sensegiving and sensemaking about collective identity in these sorts of collective. More knowledge is needed about how top management team members attempt to constitute a collective identity in organisations with limited lifespans and how employees in these organisations interpret this advocated identity and then respond.

2.10 Identity Work

Through the review above, I have paid attention to activities and processes, which have been theorised as identity work (e.g., Brown, 2017; Kreiner, Hollensbe, Sheep, Smith, & Kataria, 2015; Keriner & Murphy, 2016; Snow & Anderson, 1987; Sveningsson & Alvesson, 2003;Watson, 2008) and "anything people do, individually or collectively" (Schwalbe & Mason-Schrock, 1996, p. 115) to construct a sense of themselves as distinctive individuals or collectives. The next section provides a brief review of the concept of identity work in order to clarify the working definition adopted in this thesis.

2.10.1 Definition of identity work

Snow and Anderson (1987), who are pioneers in the field, conceptualise identity work as "the range of activities individuals engage in to create, present, and sustain personal identities that are congruent with and supportive of the self-concept" (p. 1348). This concept has been developed and refined as researchers have learnt more about how individuals seek to construct a sense of coherence and distinctiveness of the self in a given social environment (Sveningsson & Alvesson, 2003). Watson (2008) argues that identity work includes "constitutive processes" (p. 129) through which actors intentionally engage in activities to create, express, modify and maintain their self-identities. Over time, scholars have also used identity construction or identity project to refer to identity work (Kreiner & Murphy, 2016; Pratt et al., 2006). In recent years, scholars have also developed other definitions of identity work. No substantial differences exist between these definitions and the influential conceptualisations explained above (Brown, 2017).

How individuals (re)shape coherent and distinctive selves have been central themes in contemporary research in this field, but at the same time they have been approached from different perspectives. Primarily, identity work has been examined from a discursive

perspective that focuses on how discursive resources (Kuhn, 2006) such as organisations' everyday conversations form identity (Mclnnes & Corlett, 2012). For example, Beech (2008) posits a dialogic model which explains how one "acts to reinforce, refine or reject an identity construction" (p. 71). Similarly, Brown and Coupland (2015) investigate the identity threats of professional players in a UK-based rugby club and find that players' discourses framed their professional identities. Researching from a non-narrative perspective, Beech, Gilmore, Hibbert and Ybema (2016) observe that identity work is behaviourally enacted in members' daily practices. In a similar vein, Coupland and Brown (2012) also highlight the importance of everyday actions and practices in identity construction. In contrast to other researchers, Pratt et al. (2006) conducted a longitudinal case study of medical residents and propose that pragmatic sensemaking leads to professional identity enrichment and identity construction.

From this review, it is evident that most identity work has been conducted in concert with the analysis of (re)shaping individual identity in the context of organisational life (Brown, 2015, 2017; Kreiner & Murphy, 2016; Pratt et al., 2006; Vough, Cardador, Bednar, Dane, & Pratt, 2013; Watson, 2008). At the collective level, Snow (2001), from a social constructionist perspective, introduced the notion of collective identity work which involves actors' collective activities to create, express, refine, and maintain the sense of who they are as a collective. Rather than accentuating individuals as the core to sustaining and/or modifying personal identity, collective identity work (Suddaby et al., 2016) gives prominence to the agency itself and primarily pays attention to discourses, materials and behaviours that create, develop and maintain collective identity (Keriner et al., 2015; Keriner & Murphy, 2016).

2.10.2 Materiality in identity work

According to Snow (2001), symbolic resources (e.g., stories, dress, names, etc.) are the key to formulate and sustain collective identity, promote internal commonalities, and facilitate

external distinctiveness. This is conceptualised as a symbolic approach to identity work (Brown, 2017), which emphasises the utilisation of various materials and the meanings attached. A small constellation of organisational scholars has done some promising work on this material aspect of identity work. For instance, Cutcher (2014) examines how places can (re)shape identities. Different from Cutcher (2014)'s focus on organisational places, Cappetta and Gioia (2006) explore how symbolic artefacts (i.e., products) construct fine fashion companies' identity and image through sensemaking and sensegiving processes. Baruch (2006) provides another example in his exploration of the use of logos on business cards in UK Universities. Similarly, researchers like Schultz, Hatch, and Ciccolella (2006) have highlighted the use of symbols like logos in organisational identity work.

Adding to this, following the call for the material turn in social and organisational studies (Boxenbaum et al., 2018; Hardy & Thomas, 2015; Jonsson, Holmström, & Lyytinen, 2009; Orlikowski & Scott, 2008; Putnam & Fairhurst, 2015), a symbolic/material perspective on identity work has increasingly received attention (Brown, 2017; Watkiss & Glynn, 2016). However, compared to the dominant discursive/narrative approach, there appears to be still a dearth of empirical studies on this approach to identity work. Inspired by this observation, this doctoral study looked closely at how organisations and their members utilised materials meaningfully in constructing a sense of "we-ness" over time.

2.10.3 Collective memory in identity work

In recent years, a burgeoning body of studies has explored the role of collective memory in collective identity work (Anteby & Molnar, 2012; Bikmen, 2013; Leichter, 2012; Messer, Shriver, & Adams, 2015; Olick, Vinitzky-Seroussi, & Levy, 2011; Ravasi et al., 2018; Weedon & Jordan, 2012). Collective memory refers to the reconstruction of the past (Anteby & Molnar, 2012) through practices of remembrance and forgetting (Ravasi et al., 2018). It is the "shared

understanding of group history" which primarily involves historical narratives (Bikmen, 2013, p. 23). Collective memory facilitates and promotes the sense of "we-ness" to a collective and bridges the past and present (Gongaware, 2010; Messer et al., 2015; Olick et al., 2011) through "narratives, memorials, photographs, ceremonies, and other archives" (Messer et al., 2015, p. 318). For instance, Anteby and Molnar (2012) discuss the interplay between collective memory and organisational identity work. They find collective memory is manifested in the form of repeatedly forgetting an organisation's rhetorical history and contributes to members' sense of "who we are" over time.

2.11 Research Questions

Previous research on IOCs and their role in the disaster management have primarily focused on factors that contribute to a successful collaboration (e.g., sharing information, refining the process of collaborative decision-making, facilitating the inter-organisational network, and forging the trust and authority of an IOC) (Allen et al., 2014; Bachmann & Zaheer, 2008; Curnin et al., 2014; Gray, 2008; Hu & Kapucu, 2016; Kapucu, 2006; Kapucu & Garayev, 2011; Keyton et al., 2012; Rainbird, 2012; Ryan & Matheson, 2010; Zareii et al., 2014). Individuals' experience and contributions were rarely the focus, despite the fact that it is individuals who enact and execute these behaviours.

The review suggests that two key questions have yet been answered. These are: (1) How can a temporary coopetitive IOC construct a sense of unity to make its diverse contributors align themselves with it and strive for its desired objectives? (2) How do employees from participating organisations reconcile the sense of belonging to this type of IOC with the one with their home organisation? These questions are about collective identity, a sense of "we-ness" to a collective (Cerulo, 1997; Melucci, 1989; Snow, 2001). This sense has been identified as a key component of IOCs' effectiveness and efficiency (Beech & Huxham,

2003; Hardy et al., 2005). However, collective identity construction is an overlooked topic in temporary IOCs that are formed in a post-disaster environment without either a past or a future, especially when this IOC involves coopetitive partnerships between its contributors. Therefore, this doctorate was designed to answer two interrelated questions:

RQ 1: How has a collective identity been constructed across the lifespan of a temporary post-disaster IOC?

RQ 2: How have members of this temporary IOC made sense of this collective identity when they are still employees of their home organisation, especially when this IOC is winding down?

2.12 Chapter Review

This chapter has reviewed an extensive body of literature that has spanned inter-organisational collaboration in disaster research, temporary organisations, wide-ranging studies into disaster management, temporary IOCs in disaster management, coopetititon in post-disaster reconstruction organisations, collective identity, organisational identity, sensemaking and sensegiving and identity work. In doing so, a gap was identified at the interfaces of these fields. Specifically, while there is extensive literature on collective identity, organisational collaboration, natural disasters and disaster management, there is a dearth of literature at the interface between these key subjects that provides information on the operation of the temporary coopetitions that can form to allow large-scale infrastructure recovery to be undertaken in a coordinated and timely manner. Inspired by this observation, questions that provide a framework for addressing this gap were developed. These subsequently directed this research. The case chosen to address the two research questions was a temporary competitive post-disaster collaboration: the Stronger Christchurch Infrastructure Rebuild Team (SCIRT), which receives a detailed description in Chapter Three.

3 The Stronger Christchurch Infrastructure Rebuild Team

3.1 Introduction

Chapter Two reviewed literature pertaining to collective identity in temporary inter-organisational collaborations (IOCs), including those formed in a post-disaster environment. From this review, two research questions were developed to address the research gap and guide this doctoral study: (1) How has a collective identity been constructed across the lifespan of a temporary post-disaster IOC? (2) How have members of this temporary IOC made sense of this collective identity when they were still employees of their home organisation, especially when this IOC is winding down?

To answer these research questions in depth, it is necessary to situate the research in a temporary IOC that was created in a post-disaster environment. To this end, this chapter describes the organisation selected for this study: the Stronger Christchurch Infrastructure Rebuild Team (SCIRT), a temporary and coopetitive alliance created to restore the horizontal infrastructure in Christchurch city after the disastrous sequence of earthquakes in February 2011 in the Canterbury region of New Zealand. This chapter first presents the formation and development of SCIRT. It then discusses the uniqueness of SCIRT as an ideal case for this doctoral study. This chapter closes by emphasising the significance of exploring SCIRT collective identity from internal stakeholders' perspectives.

3.2 Pre-SCIRT

On 4th September 2010, an earthquake with a magnitude of 7.1 hit the area to the west of Christchurch, the second-largest city in New Zealand, leaving power outages, land liquefied, buildings damaged, and roads broken. To respond to the damage and embark on recovery from the earthquakes, the Christchurch City Council set up a competitive bid process to select companies with the skills to repair the horizontal infrastructure and restore the city's road

network, sewage, wastewater, and freshwater systems. Four delivery teams were chosen to repair this public infrastructure. They were City Care Limited,[6] Downer,[7] Fulton Hogan,[8] and a joint venture between Fletcher Construction[9] and McConnell Dowell[10]. These companies worked independently. Each of them had its own delivery team and associated design companies and subcontractors. The four delivery teams' scopes of work included design, procurement, construction, and project management. The rebuilding work was overseen by the Christchurch City Council through the Infrastructure Rebuild Management Office (IRMO). IRMO was supposed to work on the water and sewage systems and road clearance until the city infrastructure was restored to how it was before the earthquake.

However, a 6.3-magnitude earthquake rolled Christchurch on 22nd February 2011. This earthquake left 185 people dead and caused widespread damage across the city, especially in the city centre and eastern suburbs. Along with soil liquefaction and flooding, underground pipes, roads, and bridges were devastated. Over 300 kilometres of sewers, 124 kilometres of water mains, and 895 kilometres of road were damaged. The need to restore functionality to the horizontal infrastructure was acute. In this circumstance, the New Zealand Government decided that IRMO management was no longer the best way to organise the rebuild, due to the massive and disastrous damage across the entire city. Additionally, the government considered that none of the four delivery teams could deal with the complexity alone, especially in the very uncertain post-earthquake environment which was exacerbated by continuous aftershocks.

[6] City Care is a Christchurch City Council controlled company. Prior to the SCIRT projects, City Care provided infrastructure maintenance services to about 15 other councils in New Zealand.
[7] Downer New Zealand is a large engineering and construction organisation. It provides engineering and infrastructure management services.
[8] Fulton Hogan provides construction services and operates throughout New Zealand, Australia, and the South Pacific.
[9] Fletcher Construction was formed in 1909 in Dunedin, New Zealand. It is one of the main infrastructure services providers.
[10] McConnell Dowell is an international company and provides services on infrastructure and resource extraction industries.

Given this challenging situation, the need was identified for an alliance of organisations to manage and execute the extensive rebuild work.

3.3 The Emergence of SCIRT

There was an urgent need to repair more than 30% of the city's wastewater pipes, replace 80% of the central city's old clay pipes, and rebuild sewage systems (SCIRT, 2017). Confronted with such a large scale of rebuild tasks, an unusual alliance between the central and local government agencies and construction companies was set up as an innovative way of working. The four delivery teams under IRMO's management were considered the best choices to deliver the physical rebuild work in this new environment.

As an outcome of this effort, the Stronger Christchurch Infrastructure Rebuild Team (SCIRT) came into existence, with eight parties to the alliance. They were the Canterbury Earthquake Recovery Authority (CERA)[11], New Zealand Transport Agency (NZTA), Christchurch City Council (CCC), City Care Limited, Downer New Zealand Limited, Fletcher Construction Company Limited, Fulton Hogan Limited, and McConnell Dowell Constructors Limited. SCIRT was officially launched in September 2011 and took over from IRMO. Of the eight parties, CERA, NZTA, and CCC were owner participants. Together they funded more than 700 SCIRT projects worth a total NZD $2.2 billion.[12] The other five parties were non-owner participants and were responsible for delivering the planned infrastructure repairs.

Unlike normal alliances, SCIRT was created as a simultaneously competitive and collaborative collaboration. On the one hand, all performing parties were required to work

[11] CERA is the acronym for the Canterbury Earthquake Recovery Authority, the government agency created on March 2011. It was responsible for leading and coordinating recovery efforts following the 2010 and 2011 Canterbury earthquakes. CERA was disbanded in April 2016. Afterwards, the Department of the Prime Minister and Cabinet (DPMC) took over the role of CERA in governing SCIRT and its projects.

[12] Initially, the whole budget was $2.5 billion. Later on, it was reduced to $2.2 billion because of the rebuild scope change in 2013. This is discussed in more detail in Chapter 5.

together so SCIRT could utilise the strength from each participating organisation and strive to fulfil its mission to reinstate the city's horizontal infrastructure[13] within five years[14] through "creating resilient infrastructure that gives people security and confidence in the future of Christchurch" (SCIRT, 2011a). Independent consulting companies also joined SCIRT. On the other hand, to ensure the best value for money[15], the five delivery teams had to compete with each other for getting the work, based on a delivery performance score.

3.3.1 Internal structure

Under the scope provided by the alliance agreement (SCIRT, 2011b), SCIRT was designed with four levels of management (Figure 3-1), which included a board of governors, a management team (MT), an integrated services team (IST), and five delivery teams (DT).

Consisting of General Managers and Chief Executive Officers from each of the eight parties, the board provided general instructions and made strategic decisions for the SCIRT alliance. The board also assessed the performance of the management team (MT). The MT was made up of people both from the eight parties in the alliance and from independent consulting companies. MT was responsible for SCIRT's daily operation.

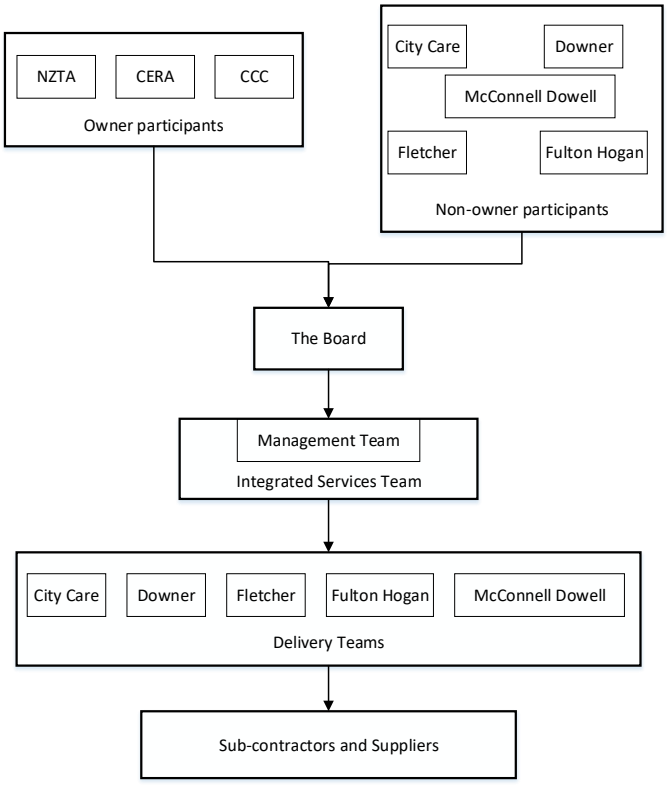
As the heart of SCIRT, the integrated services team (IST) provided the overarching tactical support for all programmes, such as defining projects, prioritising the projects, concept design, conducting detailed design and then estimating or costing each design, getting the cost checked by independent estimators, and finally allocating the work to the five delivery teams. Interestingly, SCIRT did not hire anybody (SCIRT, 2011a). All members were seconded from the eight parties to the alliance and consulting organisations. Crossing inter-organisational

[13] In this case, horizontal infrastructure refers to roads, freshwater, wastewater, storm water, and sewage systems.
[14] SCIRT actually operated for five and half years and disbanded in April 2017.
[15] This means repairing horizontal infrastructure needed to be done in an economic way, financially wise.

interfaces, all performing individuals and organisations were expected to demonstrate a commitment to SCIRT's disaster recovery mission and provide horizontal infrastructure construction services to the people of Christchurch.

Members from the MT and IST worked together in the SCIRT headquarters. Respondents reported that a strong collaborative atmosphere was created and encouraged in this headquarters. In daily operation, all MT and IST members reported to their managers in the SCIRT structure instead of managers in their home companies.

Figure 3-1 SCIRT Structure



The delivery teams were made up of five non-owner participants who worked separately in five different locations around Christchurch. Each of them formed relationships with their own subcontractors and suppliers for physical construction work. They were allocated to repair work based on their performance, which was measured using a performance management tool called *Delivery Performance Score* (DPS). DPS was calculated according to *Key Performance Indicators* (KPI) that drew on information relating to six *Key Result Areas*

(KRA). These were “safety, value for money, our team, customer satisfaction, and environmental” (SCIRT, 2012). KRAs were reviewed and modified on a yearly basis. The desire to attain a high DPS caused huge competitive tensions among the five construction companies. However, as a simultaneously competitive and collaborative alliance, SCIRT tried to encourage collaboration across the five teams. As a result, a “*pain/gain share”* payment model was developed as a lever to coordinate their behaviours.

The working philosophy for the *“pain/gain share”* model was associated with three levels of payment. The first level was called Limb 1, the actual outturn cost, which was the actual cost of delivering a project. The second level was Limb 2, the margin of each project which was a mutually agreed percentage from the alliance agreement. Each delivery team got the same percentage of margin. The third level was Limb 3, the pain or gain share, which was the difference between targeted outturn costs and actual outturn cost of SCIRT projects. It was split between the three owner participants and five construction companies. Each project was given a targeted outturn cost before it was allocated to one of the five companies. If one project was finished under the targeted budget, then all the eight parties would share the gain by 50/50. By the same token, if one project overran the budget, then all the eight had to share the extra cost by 50/50 between three owner participants and five non-owner participants.

What was noticeable was that the 50% pain/gain share was not evenly distributed among the five teams, but based on their performance. What is more, Limb 3 did not get implemented immediately after each project was delivered. It was pooled until SCIRT accomplished all its planned projects. If there was gain share at the end of SCIRT projects, the company who performed better than others would be given a greater share than the others and vice versa.

Theoretically, this *pain/gain* share model was designed to dilute the competitive tension among the five teams. It was expected to add incentives for better-performing teams to help

and upskill poorer performing teams. As a result, all of them could gain more in the end when SCIRT completed the infrastructure repairs. As we will see later in this thesis, the findings revealed that the *pain/gain share* model did contribute to a collaborative working relationship between the five teams. In practice, Limb 2, the margin (i.e., project profits), was achieved shortly after one project. In contrast to Limb 2, Limb 3, the entire SCIRT programme profits, would only become a reality when all the projects were completed and SCIRT was disestablished. This resulted in well-performing teams always trying to get more work than others. The more work they did, the more profits their home company could earn. The intention of getting more benefits for parent organisations made the competitive component bigger than the collaborative aspect among the five teams. In this respect, the collaboration among the five teams did not really happen from the beginning until all the repair work was allocated in late 2015 when SCIRT emphasised finishing strong[16]. Put another way, all five delivery teams had to work together to accomplish remaining projects, which were to be completed by September 2016.

Each of the five delivery teams had specific responsibilities to deliver SCIRT projects but did not report to managers in SCIRT structure. Instead, they received or responded to instructions from their home companies. Their SCIRT manager functioned as a project coordinator for the five teams when they had scopes of work that overlapped or needed extra resources to work smoothly with local communities.

3.3.2 Management challenges

As the findings of this study showed, coming from different organisations, members of SCIRT initially represented their own organisations' interests even though they were expected to make

[16] Finishing strong was identified as the last stage of SCIRT development when the senior management team realised the urgency of getting all planned projects accomplished by September 2016. This will be discussed in detail in Chapter Five.

decisions in line with SCIRT's interests when working on its projects. Quite a few staff suffered from the identity issue of who they were, who they wanted to become, and what they would do (Personal Communication, 2016). This was not surprising given that the five delivery teams were competitors under normal circumstances and physically located in five different offices. Responding to the competitive aspect of the SCIRT alliance, they were allowed to use facilities and equipment branded by their home organisations when working on the SCIRT projects. This added extra challenges to reconcile SCIRT's interests with that of the delivery teams' home organisations. Adding to this, SCIRT quickly evolved into a multi-agency collaboration among its eight alliancing parties and many consulting companies.

How to unite members from more than 20 different organisations and make them work collectively challenged the senior management. As a solution, collective identity was intentionally constructed to meet the challenge of encouraging employees from different organisations to work collectively. Those involved attempted to forge a collective identity (stated as *SCIRT identity* in the following) that emphasised and promoted the sense of "we are all SCIRT" and engaged in a joint commitment to contribute to the horizontal infrastructure rebuild for the people of Christchurch.

3.4 The Disestablishment of SCIRT

After five and half year's hard work, SCIRT had delivered 1,300,000m^2 of roads, 630 kilometres of wastewater pipes, 100 kilometres of freshwater pipes, 58 kilometres of stormwater pipes, two-thirds of the city's bridges and culverts, and most of the wastewater pump stations (SCIRT, 2017).

SCIRT was disbanded in April 2017 with its achievement documented by the SCIRT learning legacy project (SCIRT, 2016a). All working staff either returned to their home organisations with which they had employment contracts or pursued new job opportunities. A

lot of staff transitted to another SCIRT-like alliance, the North Canterbury Transport Infrastructure Recovery (NCTIR), set up when a 7.8 magnitude earthquake hit Kaikoura New Zealand on 14th November 2016, causing damage to roads in this region of the upper South Island and the lower part of the North Island. Shortly after this Kaikoura earthquake, NCTIR was created as an alliance between New Zealand Transport Agency, KiwiRail, Fulton Hogan, Downer, Higgins, and HEB Construction. This IOC was assigned the task of repairing State Highway 1 to the north of Canterbury and the rail line to the north and south of Kaikoura. The lessons learnt from the establishment and operation of SCIRT informed the formation of NCTIR, which drew on many experienced engineers, professional managers and designers to mount the emergency response and recovery. After its disestablishment, former SCIRT staff still organised informal gatherings that brought colleagues from different organisations together. SCIRT had generated networks within which its former employees could meet to socialise and explore new career opportunities.

3.5 Uniqueness of SCIRT

Unlike other recovery organisations following the 2010 and 2011 earthquakes in Christchurch, SCIRT was designed as a competitive collaboration with a fixed lifespan. This tagged SCIRT as a unique combination of coopetition (Stadtler & Van Wassenhove, 2016), inter-organisational collaboration (Lawrence, Hardy & Phillips, 2002), and temporary organisation (Burke & Morley, 2016). This has not been featured by other rebuild organisations or IOCs. For example, with NCTIR the competitive side was removed. Rebuild agencies like IRMO often conducted the recovery work through a bidding process, which is widely adopted in the construction industry. The collaboration among participating parties is largely minimised. The way SCIRT was structured and operated, the methodology of delivering construction work by coopetitive business rivals, and the decision-making structure set up in an uncertain post-

disaster environment, have attracted much attention from both academia and industry worldwide.

3.5.1 Research gaps

As discussed above, SCIRT was characterised as the product of a commercial agreement among different companies that gave rise to a performance-incentivised alliance. SCIRT labelled itself as a team that was "responsible to the people of Christchurch and New Zealand" and all member organisations in SCIRT were "commit[ted] to work closely together to provide the best result" for Christchurch.[17] Its values (e.g., best for communities, generous with trust, collectively) and behaviours (e.g., working together, striving for excellence) were orchestrated to assist its purpose of repairing horizontal infrastructure in the wake of the February 2011 Canterbury earthquakes.

Contemporary studies of SCIRT have strongly emphasised SCIRT as a unique alliance model in post-disaster reconstruction management. Central to these studies is attention to organisational resilience (De Vries, Nilakant, Walker, & Baird, 2015), project management (e.g., Noktehdan, Shahbazpour, Zare, & Wilkinson, 2018), reconstruction management (e.g., Macaskill & Guthrie, 2014, 2018), methods used to communicate with the public (Tagliacozzo, 2018) and the legitimacy of post-disaster reconstruction organisations (Bassett, Wilkinson, & Mannakkara, 2017; Walker, De Vries, & Nilakant, 2016). These studies have not provided explanations with respect to what enabled SCIRT to connect employees from different organisations in this alliance and facilitate them to work collectively for its rebuild mission. Specifically, the issue of how to build employees' sense of belonging to SCIRT across its limited lifespan is still under-researched.

[17] http://strongerchristchurch.govt.nz/about/structure

In particular, when looking at the diversity of contributing organisations and individuals, it is not surprising that the divergence caused ubiquitous tensions within SCIRT. These tensions were manifested in the conflicts between SCIRT owner participants, the friction between delivery teams and integrated services teams, and employees' ambivalent feelings about their identifications with SCIRT and their home organisations when they were seconded to SCIRT. These problematic issues existed across the lifespan of SCIRT, making the study of collective identity much more complicated than approaching it from engineering, resilient, or project management perspectives.

3.5.2 Significance of the research

SCIRT has completed its rebuild mission and been disestablished. However, the legacy it left is a model for collaborative infrastructure repair in the wake of natural disasters. Lessons from the operation of SCIRT are now being utilised across the globe via its learning legacy programme. The SCIRT model required further research to establish what ensured SCIRT was an operable and effective temporary alliance for delivering post-disaster restoration. This includes attention to how the senior management strove to construct a collective identity to connect diverse internal stakeholders into one operation over a five and a half-year timeframe, and how employees responded to the collective identity work when they had to concurrently juggle their identification with SCIRT and their home organisation. Lessons can be learned that are relevant to the operation of other industries or disaster-related organisational alliances in many countries when they are challenged by similar situations requiring collaboration among usually competing commercial organisations.

Unanswered questions relating to SCIRT as a temporary coopetitive organisation will be pursued in this doctoral research. This study addresses how senior management worked to construct a SCIRT identity that was continuously emergent over SCIRT's lifetime. This

research also focuses on generating a conceptual model of collective identity relevant to this inquiry. In doing so, this research contributes to new insights on identity research in temporary coopetitive organisations like SCIRT, and documents core processes through which collective identity was socially and dynamically constructed.

3.6 Chapter Review

This chapter has described the formation and key features of SCIRT, a rebuild alliance between government agencies and construction organisations, and why it was chosen as the case for this doctoral study of collective identity in a temporary coopetition. It has explained why SCIRT was set up, how it was organised, operated, and why it provided a unique model for studying collective identity in temporary IOCs.

SCIRT was chosen for this study for two reasons. First, a collective identity is vital to achieving rebuilding tasks in the recovery phase of natural disasters because of the magnitude, diversity, and complexity of contributing organisations. Specifically, creating a sense of collective identity is a strategic need when participating organisations are simultaneously collaborative and competitive (Minà & Dagnino, 2016). Second, SCIRT was created as a temporary IOC. It evolved rapidly over its five and half years' lifespan, constantly changing in an uncertain and unpredictable post-earthquake environment. As a time-bound IOC, it provided an ideal case for examining the entire processes through which collective identity was (re)constructed.

The methodological approach to exploring the case study at SCIRT is demonstrated in Chapter Four. Data collection techniques including semi-structured interviews, field observations, general questionnaires, documents and other artefacts, and informal conversation are explained. Chapter Four also delineates the trustworthiness of this doctoral research.

4 Methodology

4.1 Introduction

This chapter discusses the methodological approach used to explore the research questions identified in Chapter Two. It first justifies the use of interpretivism as the philosophical foundation for this doctoral study. In line with this interpretive approach, a qualitative case study is identified as the most suitable design, given the intention to look at just one particular IOC: SCIRT. This chapter then describes the selection of participants in three different stages. Following this discussion, a mixed method of data collection techniques is outlined. Semi-structured interviews with employees, non-participant observation in the SCIRT headquarters, organisational documents, and artefacts are examined as the main data sources. An inductive method is employed to analyse the rich data while explaining the fieldwork stages involved in this research. Furthermore, in order to ensure the trustworthiness of the research, evaluating criteria including credibility, transferability, dependability, confirmability, and authenticity are discussed. This chapter closes with a focus on the role of the researcher and the ethical considerations pertaining to this research.

4.2 Research Paradigm

The term "paradigm" has been articulated as "an integrated cluster of substantive concepts, variables and problems attached with corresponding methodological approaches and tools" (Kuhn, 2012, p. 33). Research paradigms reflect the ways we explore the world (Lather, 1986). Research paradigms differ based on ontological, epistemological or methodological aspects that refer to the nature of the reality, the nature of the knowledge, and the means of pursuing and producing knowledge. Accordingly, there exist four main paradigms: positivism, interpretivism, critical theory and postmodernism (Denzin & Lincoln, 2011).

From a positivist perspective, the reality studied is singular, independent from social construction, already exists and needs to be found (Tracy, 2013). The knowledge produced about this reality is assumed to be objective, measurable and quantifiable. This paradigmatic approach is commonly adopted in natural science using quantitative methodologies. In some cases, in social science, it serves as the complement to qualitative studies and is used to systematically study measurable variables.

Interpretivism proposes that there are multiple realities to explore (Lincoln, Lynham, & Guba, 2011). The knowledge produced in this way is considered subjective, in relation to actors' experiences. Accordingly, the role of actors is addressed. The reality is interpreted and socially constructed through actors' experience and interaction with the external world and their positioning in sets of ideas or narratives. Interpretive research needs to situate the analysis in a certain context, seeking explanations from a variety of stakeholders (Reeves & Hedberg, 2003). This approach to producing knowledge makes sense of various forms of data and explores the underlying meaning of phenomena researched and patterns derived from meanings (Schwandt, 2014). It also looks critically at the position of those who engage in sensemaking and the production of knowledge.

Critical researchers consider that reality is historically constructed through power relations. This approach focuses on "critique and transformation of the social, political, cultural, economic, ethnic, and gender structures" (Guba & Lincoln, 1994, p. 113) and aims to change the existing social structure and benefit those oppressed through critical analysis of those dominant power relations. (Lincoln et al., 2011). By contrast, postmodernists suppose it is not possible to navigate reality, as it is fragmentary and chaotic. Research following this approach seeks to explore power and hegemony (Tracy, 2013).

This doctoral study aimed at capturing internal stakeholders' accounts of the multidimensional complexity of collective identity in a temporary post-disaster rebuild alliance

and how they enacted their sense of this collective identity through the interaction with others on a daily basis. Moreover, the two research questions about collective identity construction and employees' sensemaking of it have resonance with the interpretivist paradigm that defines reality as a product of sensemaking and the subjective understandings of social actors. For that reason, interpretivism was adopted as the most suitable approach for this doctoral study.

The interpretive approach allows me, from internal stakeholders' viewpoints, to investigate the meaning and understanding of SCIRT collective identity which (re)constructed individuals' experiences and consistent interaction with the physical and social environments within which they were working. This approach to knowledge production is consistent with my habituating in the research setting as I began to explore the dynamics of collective identity. It involved exploring collective identity (re)construction processes and documenting nuances of stakeholders' experiences, then, from the particulars of individuals' experiences, formulating the generalities of a conceptual framework that captured how collective identity is socially and dynamically constructed and practised, through the entire lifetime of a temporary collaboration.

4.3 Research Methodology

The methodology is the strategy and process of achieving new knowledge (Schwandt, 2014) based on approaches to understanding reality, and what counts as knowledge about it. The common classifications are quantitative and qualitative methods (Hennink, Hutter & Bailey, 2011). Quantitative research aims to provide numerically based knowledge relevant to research problems, emphasises the measurement and statistical analysis of variables, and produces averages and correlations between variables from numerical data. The data often comes from experiments, surveys or questionnaires. Quantitative researchers normally keep a distance from

their respondents to ensure that their results are not shaped by personal interactions and can, therefore, be claimed to be unbiased and objective.

By contrast, qualitative research focuses on meaning-making and subjective understandings of social phenomena, like behaviours or values, which are not easily measured "in terms of quantity, amount, intensity, or frequency" (Denzin & Lincoln, 2011, p. 8). It documents and analyses the relationship between researchers and their participants. The data for qualitative studies are generated from interactive sources such as interviews, observations, documents, images, or videos. The outcome of qualitative research provides an in-depth illustration of participants' experiences and the ways that they make sense of these.

Interpretive approaches rely heavily on naturalistic methods like interviewing and analysis of existing texts (Angen, 2000) to generate patterns or conceptual models that answer research questions in ways that take participants' standpoints into account. The purpose of this study is to investigate the multiplicity of internal stakeholders' experiences when working in SCIRT (which was very time-bounded) and to understand the dynamic process by which they identified with this temporary organisation. Therefore, a qualitative approach was considered the most suitable method for this study. Grounded in participants' experiences, this qualitative research produced rich and descriptive data, allowing me to explore how collective identity was created, developed, and at times resisted through stakeholders' daily practices.

4.4 Research Design

A research design is a set of processes that guides researchers as they move from their philosophical assumptions about reality to research questions with regard to specific fields of knowledge for generating and interpreting information in response to research questions (Yin, 2009). Choosing a specific research design depends on research objectives, sample procedures, and techniques of gathering and interpreting the data. Five research designs, experimental

design, survey design, longitudinal design, case study design and comparative design, are commonly used in social science (Bryman, 2016). Among the five, a case study approach provides the opportunity to analyse a complicated phenomenon in-depth, explore the "how", "what" and "why" of research questions (Yin, 2014) of a particular situation, and make full use of multiple data sources such as interviews, documentation, observation, and physical artifacts (Yin, 2003b) to interpret the meanings underlying the reality studied.

Yin (2009) discusses five rationales for a single case study design: (1) when the research is guided by a well-developed theory, the critical case is used to examine whether or not the theory's propositions are true; (2) when the research attempts to understand and document new circumstances where an extreme or unique case occurs; (3) when the representative or typical case "exemplifies a broad category of which it is a member" (Bryman, 2012, p. 70); (4) when a revelatory case exists for researchers to examine phenomena that were previously unreachable for study (Yin, 2009); and (5) a longitudinal case is chosen when exploring the same case at different junctures. In the context of this research, the purpose is to provide a better understanding of a very specific situation within which collaboration and competition co-exist in a temporary IOC, and record internal stakeholders' experiences of making sense of collective identity in this IOC, especially when it was winding down. A single case study was therefore considered the most appropriate research design for this inquiry.

The case chosen for this project was the Stronger Christchurch Infrastructure Rebuild Team (SCIRT). It was a coopetitive post-disaster rebuild alliance with a five-and-a-half-year lifespan and, most significantly, was in its final phase of operation when this doctoral research was commenced. Examples of co-opetition during disaster recovery are rare, and the opportunity to study a temporary alliance is also unusual. SCIRT offered a unique case to examine individuals' experiences of being part of the formation, maintenance and termination of a temporary organisation and the (re)construction of its collective identity. This qualitative

case study aims to document the diverse interpretations from internal stakeholders' perspectives, in order to develop an understanding of the multiplicity and the uniqueness of SCIRT.

This single case study foregrounded the legacies from SCIRT and was anticipated to advance our knowledge of collective identity, temporary organisations, and disaster management. Multiple data sources were used to gather internal stakeholders' accounts of collective identity in the SCIRT context. The data mainly came from semi-structured interviews, organisational artefacts, and direct observations. A general inductive method was adopted for the data analysis, which informed the development of a conceptual framework that captures collective identity (re)construction in a temporary IOC featuring coopetition.

4.5 Participants

Given the qualitative nature of this study, the statistical representativeness of samples is not the aim. Purposive sampling (Patton, 2002) was employed to select participants who would enable the recording of core interpretations and multiple dimensions of SCIRT collective identity. Sixteen purposeful sampling methods[18] (Patton, 2002) are available when choosing participants. Each of these serves a special purpose and each needs to identify and access key participants who are knowledgeable and experienced and have the willingness, availability, and ability to communicate with researchers (Palinkas et al., 2015). To get the holistic picture of internal stakeholders' experience of SCIRT's collective identity, three main sampling techniques were used that were relevant to the different stages of the research process.

[18] The sixteen purposeful sampling methods are extreme sampling, intensity sampling, maximum variation sampling, homogenous sampling, typical case sampling, critical case sampling, snowball or chain sampling, criterion sampling, theoretical sampling, confirming and disconfirming cases, stratified purposeful sampling, emergent sampling, purposeful random sampling, sampling politically important cases, convenience sampling, and mixed purposeful sampling (Patton, 2002).

4.5.1 Stage 1: Convenience sampling

Initially, staff meetings were utilised as opportunities to introduce this research project and solicit general agreement on the participation by SCIRT members. This was necessary as group meetings can be observed as part of field observation. Individuals identified as potential interview candidates were approached individually for their consent upon participation. Potential participants were expected to come from all managerial levels in SCIRT structure. However, it was very difficult to approach those in senior positions at the beginning of the data collection. Convenience sampling was thus adopted as the applicable sampling method during the first three weeks of my fieldwork as it was relatively easy to access to participants at the operational level. Thus, I could gather general information about the background and development of SCIRT.

Through my observations of team meetings and informal conversations with accessible employees, the first five participants were identified and interviewed. The interview memos showed the common information they all mentioned was that, while they were officially employed by one of the home companies in the alliance, they had never worked for their home company before they were hired and immediately seconded to SCIRT. For them, the home organisation existed only nominally, and as a result, they developed identification with SCIRT instead of their home organisation. However, none of them could tell stories when being asked what changes occurred when SCIRT was winding down. This led to the second stage of sampling, searching for potential participants who had worked in SCIRT for a comparatively long duration, and worked for their home company before being seconded to SCIRT.

4.5.2 Stage 2: Stratified sampling and snowball sampling

Based on data from interviews at the first stage, the expected participants were identified as those who worked for their HO before being seconded to SCIRT, and also those who had

worked for SCIRT alliance since the very beginning. Stratified sampling was then used as the main strategy of sampling. After spending some time in the SCIRT headquarters, I built a good rapport with SCIRT employees, which actually made approaching new participants much easier. Quite often, at the end of interviews, participants recommended others who had experienced the entire development of SCIRT and could provide a better account of SCIRT collective identity. A few key stakeholders were suggested repeatedly. For that account, snowball sampling was coupled with the stratified sampling to invite more participants to be involved in the research.

The combination of stratified sampling and snowball sampling proved to be very effective. I then conducted another twelve interviews and collected narratives from those who had worked for SCIRT for five years or longer. Therefore, a variety of participants were interviewed, including those who were involved from the formation of SCIRT to its development, and through to its disestablishment. A review of the field notes and interview memos indicated that participants from the five delivery teams tended to have different perspectives from the integrated services team. In addition, compared to those who had little connection with their HO, participants who maintained consistent contact with their HO contributed distinct narratives with regard to their identification with both SCIRT and their HO.

Those preliminary findings suggested it was necessary to explore further the diversity, dynamics, and complexity of collective identity from various internal stakeholders' point of view. Stratified sampling was used again to invite targeted SCIRT members to take part in this study. This process was also accompanied by snowball sampling. At this stage, ten interviews were accomplished, which directed me to go beyond interviews and documents and look for the symbolic and tangible evidence relevant to the emergent SCIRT identity.

4.5.3 Stage 3: Stratified sampling and purposeful random sampling

In December 2016, SCIRT focused on completing the remaining construction work. It became unrealistic to organise any data collection activities. As a result, the fieldwork was postponed for one and half months. During this time, a systemic review of the collected data was accomplished. The data signified that stakeholders who transferred from delivery teams to the integrated services team or the other way around might offer different accounts of emerging SCIRT identity, and stakeholders' sense of collective identity might shift as their positions changed. Thus, when restarting the fieldwork at the end of January 2017, my attention switched to those who worked across the interface between delivery teams and the integrated services team.

Participants were asked to visualise the processes of developing their sense of collective identity from the time they started working for SCIRT to when they left SCIRT for their HO or new employers. Another nine interviews were conducted. By that time, all the data including interview memos, field notes, documentation, and images had clearly portrayed collective identity construction in SCIRT, the distinct interpretation from different groups of participants, and the ways by which stakeholders made sense of collective identities within SCIRT and their HO. Then I conducted purposeful random sampling aiming to "increase the credibility of the result" (Patton, 2002, p. 240). Six participants were involved for this purpose.

Beyond confirming the preliminary findings, the data did not suggest any new ideas, concepts, opinions, or assumptions, nor did it promote to explore more information in response to the research questions. As such, this stage of the research reached the point of data saturation (Bowen, 2008; O'Reilly & Parker, 2013). In total 42 participants took part in this study. All of them were assigned a code name from S1 to S42 respectively. Their demographic features are summarised in Table 4-1 below. Due to the limited members of the board and management

team, participants from those two groups were combined as “senior managers” to protect their identity.

Table 4-1 Demographic Information about Participants

	Female	Male	Total
Senior Managers	1	3	4
Integrated Services Team (IST)	10	13	23
Delivery Teams (DT)	2	6	8
Transition between DT and IST/MT	3	4	7
Total	16	26	42

4.6 Data Collection Techniques

Yin (2003a, 2009, 2014) has suggested six major sources of evidence when doing a case study: documentation, archival records, interviews, direct observations, participant-observation, and physical artefacts. Each of them has strengths and weaknesses. No single one is superior to others. Accordingly, in practice, using multiple data sources is commonly recommended, so researchers can examine a wider range of stakeholders’ experiences, and the meanings underlying the phenomenon studied. This is also one of the benefits of using a case study design. Multiple data sources demonstrate “the development of converging lines of inquiry” (Yin, 2009, p. 115) and the data triangulation contributes to more convincing findings. In this study, three main data collection methods were adopted. They were semi-structured interviews with SCIRT members at all levels, collection of SCIRT documents and artefacts, and direct-observations in SCIRT headquarters. In addition, informal conversations were used as a complementary data source. The specific method of data collection was unique to each participant, depending on the role they fulfilled in SCIRT.

4.6.1 Semi-structured interviews

In qualitative research, interviews are commonly conducted in structured, semi-structured or unstructured ways. Structured interviews are guided by well-designed questions and aim to ask each participant the same questions, through the same sequence, using the same words. The flexibility is limited in this approach. Unstructured interviews are arranged without pre-designed questions and rely heavily on "the spontaneous generation of questions" (Patton, 2002, p. 342). This approach increases the difficulty of generating common themes, with different responses from different questions. Semi-structured interviews are organised around the use of a basic checklist that covers key questions, and relevant issues are explored further during the interview. This approach allows more flexibility than structured interviews and provides more systematic consideration of research questions than unstructured interviews. Therefore, semi-structured interviews were considered to be the most feasible data collection method for this qualitative case study. The interviews for this study were conducted based on a checklist that included key points corresponding to the research questions (Table 4-2). The interview questions were modified during the fieldwork process.

Table 4-2 Interview Questions Checklist

Research questions	Key questions included in interviews
How was collective identity constructed from internal stakeholders' perspective?	(1) How was SCIRT formed? (2) What do SCIRT values, missions, and behaviour guidelines mean to you? (3) What has been done to keep these values alive across the whole lifetime of SCIRT? (4) What encouraged or hindered you from identifying with SCIRT?
How did internal stakeholders manage their collective identities in both SCIRT and their home organisation, especially when SCIRT was winding down?	(1) How do you introduce yourself to others outside SCIRT? (2) What events or activities have you enjoyed in SCIRT/ your home company? (3) What kind of relationships have you developed in SCIRT and your home company? (4) To what extent do you identify with SCIRT and your home company? (5) Compared with what was before, what changes have happened at the winding down stage? (6) How do you handle those challenges?

These open questions were asked to explore participants' accounts and experiences of emerging SCIRT identity. In doing so, it enabled me to explore the complexity of collective identity in SCIRT as a temporary IOC. In total, forty-two internal stakeholders took part in these semi-structured interviews. For rich information in the form of body language and non-verbal communication, all interviews were organised face-to-face. The time was mutually suitable for me and the interviewees. The interviews were accomplished during participants' working time, in their workplace, and took about 60 minutes per interviewee. Some interviews lasted up to 90 minutes. All interviews were recorded and summarised to capture every piece of information that could be related to the research questions.

4.6.2 General questionnaire

During the interview, participants were asked to complete a general questionnaire. This questionnaire was designed to produce a standardised demographic database of participants for this project. Additionally, it complemented interview questions in terms of capturing participants' pre-SCIRT and post-SCIRT status in relation to their home organisation (HO), the degree to which they developed a sense of belonging to SCIRT and HO, and interpretations for these options. Information from the questionnaire assisted me to obtain background information about the participants and develop a better understanding of the accounts they gave for their sense of collective identity when working in SCIRT.

4.6.3 Organisational documents and artefacts

The value of documentation lies in providing information and details that are verified by other data sources (Yin, 2009). In this case, it was valid and reliable to gather formal documents generated during the lifespan of SCIRT for a better understanding of its development and the means by which collective identity was (re)constructed during its operation.

Before commencing the fieldwork in SCIRT headquarters, I had already gathered background information on SCIRT. During the fieldwork, documents like internal newsletters, management plans, meeting minutes, and employees' engagement survey results helped me to get more sense of how SCIRT management team acted to integrate diverse parties to achieve pre-defined outcomes, and how SCIRT collective identity was explained and espoused over time. As a big part of the fieldwork, SCIRT artefacts such as documentation, office layout, posters, uniforms, and decorations received special attention. Images were kept as a record of these artefacts. The artefacts allowed me to capture explicit evidence on how the SCIRT identity was embodied in practice and how employees were guided and encouraged by SCIRT authority to utilise these materials to forge their identification with SCIRT.

4.6.4 Field observations

Fieldwork normally involves direct-observation or participant-observation (Yin, 2014; Patton, 2002, 2015) of meetings, office settings, stakeholders' behaviours, decorations in workplaces, or things that participants did not mention in their interviews. Yin (2009) discusses the weaknesses of participant-observations and points out that observations using this approach easily cause potential bias. To keep a neutral stance, I chose direct-observation to understand the context within which internal stakeholders experienced SCIRT identity over time. Complementing the semi-structured interviews and organisational artefacts, direct observations provided the opportunity to examine participants' reflections and record their behaviours when they were confronted with the senior managers' efforts to construct SCIRT identity in a natural work environment (Tharenou, Donohue, & Cooper, 2007).

The observations focused on team meetings at the SCIRT level and group level, the office settings, and the posters in the workplace. Special attention was paid to the way by which SCIRT members overcame organisational boundaries and interacted with each other and how

they enacted their sense of SCIRT identity in their day-to-day practice. Field notes were taken for the purpose of rich descriptions of these observations. Those notes were reviewed in a timely manner. Emerging ideas were then explored further through semi-interviews and documents. Thus, multiple sources of data were used to assess the validity of the research findings.

4.6.5 Informal conversations

During the fieldwork, quite a lot of informal conversations occurred, which served this project threefold:

(1) I built a good rapport with SCIRT members through those conversations on a daily basis.

(2) I discovered additional information that went beyond the formal interviews and observations when participants felt comfortable sharing their thoughts and experience in a more relaxed environment like ad hoc catch-ups.

(3) For some potential participants who were not available for a formal interview, informal conversations made interaction with them possible and allowed me to obtain valuable perspectives.

Information from these informal conversations guided me to refine the focus on interviews, observations, and artefacts. In doing so, I got the opportunity to gain a big picture of internal stakeholders' sensemaking and sensegiving activities of SCIRT identity in its five- and a half-year lifetime.

4.7 Fieldwork in SCIRT headquarters

Patton (2015) suggests three stages in conducting the fieldwork: (1) entering the field, (2) routinizing the fieldwork, and (3) closing the fieldwork. Guided by the suggestions from Patton

(2002, 2015), the fieldwork for this study started in September 2016 and closed in the middle of April 2017. In between, I was present at the SCIRT headquarters talking to the potential participants, observing their interactions, capturing the images, and writing field notes. In doing so, a huge amount of the data was obtained. In particular, I personally experienced the winding down stage of SCIRT and collected more data through direct observation, which largely contributed to the triangulation of the data and theoretical conceptualisation. In a nutshell, the fieldwork was divided into four stages.

4.7.1 Stage 1: Getting started

The initial stage of the fieldwork was from 26th September to 23rd October 2016 in SCIRT headquarters. During this period, I went to the SCIRT headquarters every working day. I was kind of a stranger in the office and was unknown to SCIRT members. It was very difficult to get them involved in the research, even after I gave a presentation introducing this doctoral project at one of their Friday Communication sessions, before officially launching the study. The most important task at that time was to build rapport with all potential participants. SCIRT had a big resident room where many semi-formal and informal social activities were held. This place played a large role in my communication and interaction with SCIRT members.

Gradually, the rapport was built between me and potential participants. I gained their trust. Compared to the very early days, it became easier to get participants involved in this study. Convenience sampling was implemented at this stage to get to know some general information about SCIRT. I began to learn about important events and activities like the Friday Communication Session, some team meetings, and office decorations. These became key occasions and materials to be observed in the next stage of the fieldwork. The interview questions were adjusted based on the reflection following the first five interviews. Meanwhile, I started identifying key informants.

4.7.2 Stage 2: Escalation

The second stage lasted from 24th October to 1st December 2016. This was the key period when I gathered 70% of the data for this project. However, the timing was a big challenge for this stage of fieldwork because SCIRT was supposed to close down by Christmas 2016. I worried about not being able to gather enough data before most people left. The opportunity was seized to do snowball sampling and stratified sampling (this has been explained earlier in this chapter). As the key informants were already identified, I tried to get access to them. Many of them were not available during the whole of November 2016, however, I was supported with some important internal documents[19] that captured key periods in the development of SCIRT and stakeholders' sense of collective identity.

Through these documents and interviews, I obtained sufficient evidence about SCIRT's development and how different groups of participants narrated their SCIRT experience as SCIRT evolved over time. Due to the time pressure, it was not feasible to do the analysis simultaneously while conducting interviews and field observations. However, each interview was still summarised into memos that focused on the significant insights offered by every participant. In addition to this, posters and images in the workplace were photographed for the purpose of triangulation. In doing this, some preliminary themes began to emerge from internal stakeholders' perspectives.

4.7.3 Stage 3: Fieldwork pause

When the fieldwork went on intensively, SCIRT aimed at "finishing strong" which meant the construction work was supposed to be completed by the end of December 2016. Due to the consideration for SCIRT remaining members who were fully concentrating on this finishing

[19] These documents contain key SCIRT management plans, such as Alliance Agreement, Internal Communication Plan, Learning Legacy Management Plan, and Human Resource Management Plan.

stage, the fieldwork paused for one and a half months, from 1st December 2016 to the middle of January 2017. During the suspension of data collection, I transcribed interview recordings and reviewed field notes and interview memos. As a result, various SCIRT stories were appreciated and preliminary findings were analysed, which guided the final stage of data collection.

4.7.4 Stage 4: Closedown

After the 2017 New Year break, the fieldwork restarted. This enabled me to personally experience the final stage of SCIRT's operation and witness how this temporary organisation was disestablished. Compared to the fieldwork experience before January 2017, there were fewer people working in SCIRT headquarters. Employees had less sense of belonging, and SCIRT was characterised by uncertainty. An unexpected consequence occurred when another alliance named NCTIR moved into SCIRT headquarters. NCTIR was the abbreviation of North Canterbury Transport Infrastructure Recovery, a SCIRT-like alliance which was set up following the November 2016 Kaikoura earthquakes. Quite a lot of SCIRT people transferred into this new alliance. Inevitably, they came back to SCIRT headquarters, as NCTIR was supposed to use the same office when SCIRT was disestablished. The quiet resident room[20] was full of laughs, talks, and conversations again. This was a very significant observation as it suggested stakeholders maintained their sense of collective identity through social interaction at a very personal level. Important field notes were created during this period.

At the same time, the purposeful random sampling carried on. After analysing interview summaries and field notes, nothing new emerged. Saturation had been reached in the pursuit of information about SCIRT collective identity. The fieldwork was concluded in April 2017.

[20] SCIRT had a big meeting room called "resident room" in the name of people of Christchurch and in memory of those victims in the 2011 earthquake. A lot of formal, semi-formal and informal meetings and social activities were held in this room.

The participants were informed that they might be approached for potential follow-up questions again if necessary.

4.7.5 Overview of the fieldwork

From September 2016 to April 2017, the fieldwork was very dynamic, even unclear at times, due to the uncertainty and changes in SCIRT while it was winding down. In the middle of this process, the fieldwork was even suspended. Yet, I still gathered sufficient data, with the support of contributory participants who came from all SCIRT managerial levels. Table 4-3 shows the main priorities and outcomes for each stage of the fieldwork. The characteristics of the participants, the diversity of their narratives, the richness of the organisational artefacts, and the variety of key events have enabled the exploration SCIRT identity and discover the accounts of it from various participants' perspectives.

Table 4-3 Stages of Fieldwork in SCIRT

Fieldwork stage	Timeframe	Fieldwork priorities	Outcomes
Stage 1: getting started	From 26th September 2016 to 23rd October 2016	1. Observe the environment 2. Build the rapport 3. Explain the research 4. Understand SCIRT structure and operation 5. Settle in the SCIRT office and get used to the fieldwork environment 6. Prepare for interviews	1. Identify key events, activities, and key informants 2. Get to know organisational chart, key positions, and the internal network 3. Convenience sampling of participants

Stage 2: escalation	From 24th October 2016 to 1st December 2016	1. Start to approach key informants 2. Take field notes of observations 3. Keep building the harmonious relationship 4. Snowball sampling and stratified sampling 5. Conduct interviews 6. Search for key documents 7. Look for different voices and viewpoints 8. Stay cautious with respect to ethical issues to secure the research	1. Obtain key management plans 2. Take part in important events 3. Get accepted by the "gatekeeper" and key informants 4. Summarize the data 5. Reflect on the data 6. Refine interview questions
Stage 3: pause	From 2nd December 2016 to 17th January 2017	1. Review the data 2. Transcribe the interview recordings 3. Read the transcripts 4. Capture the main ideas emerging from the data 5. Keep modifying the interview questions	1. Transcribe one-third of the interview recordings 2. Organise the field notes into good order and convert them into electronic versions 3. Draw some preliminary themes and patterns
Stage 4: closing down	From 18th January 2017 to 21st April 2017	1. Stratified sampling and purposeful random sampling 2. Observe important events like closing parties and farewell parties, and significant changes in the workplace 3. Keep writing field notes 4. Conduct interviews with key informants 5. Keep key people informed for follow-up questions in the future 6. Close the fieldwork	1. Obtain extra documents 2. Gather key information regarding the development of SCIRT 3. Build effective ways to get in touch with some key participants

4.8 Data Analysis

It is sometimes claimed that qualitative research lacks scholarly rigour, however, well-designed qualitative analysis methods have the potential to interpret rich, thick and descriptive data, and

finally, generate sound findings (Mays & Pope, 1995; Ryan-Nicholls & Will, 2009). To this end, Gioia et al. (2013) promote an inductive approach which consisted of two levels[21] of analysis. This method of inductive analysis of multiple data sources can build the link between data and emergent themes and concepts, as well as provide a rigorous explanation of findings. Therefore, the trustworthiness of qualitative research can be secured. In this study, the data analysis has followed this inductive approach (Thomas, 2006). It allowed the flexibility to identify significant categories or themes from the raw data.

To begin with, the raw data was coded with close attention to repeated keywords, terms, or phrases which indicated the complexity of participants' experience in SCIRT over time. The codes were kept close to the participants' own language (Patvardhan et al., 2015). The first level codes were grouped into categories which were then condensed into core themes. Those themes were refined through consistent comparison until I finally established the relationship among these themes to facilitate the creation of conceptual models. These models captured processes and activities of constituting collective identity, and how different groups of internal stakeholders understood and accounted for collective identity across the entire lifespan of a temporary IOC that was established in a dynamic, complex and uncertain post-disaster environment.

4.8.1 Data preparation

Summarise raw data into memos. Initially, it was anticipated that SCIRT would be disbanded at the end of December 2016, shortly after the data collection began. As a result, the fieldwork in SCIRT was very intensive. It was unrealistic to both gather and analyse the raw data from interviews, documents and observations simultaneously. Instead, the data from those resources

[21] This systematic approach was made up of 1st-order analysis using "informant-centric terms and codes" and 2nd-order analysis using "research-centric themes and dimensions" (Gioia et al, 2013).

were summarised into memos. In doing so, I still embraced the opportunity to capture the highlights from different data sources. Those initial ideas were classified, aggregated, and refined through iterative data analysis processes.

Transcribe interview recordings. For each interview recording, full transcriptions were made, to capture every detail that could be associated with the research questions. Some of the interview recordings were outsourced to a professional typist. After receiving the transcripts, fact-checking (Tracy, 2013) was done to ensure the quality and accuracy of the content. Once the initial interview recordings were transcribed, they were e-mailed to each participant for comments. The analysis was conducted after the participants confirmed the content.

Tidy the data. I did not commence the analysis immediately after completing the transcription. The raw data from the field notes, organisational documents and interview transcripts were first formatted. All the texts were edited, following the same layout as to the font size, margins, indents, and spacing. This was also a process to logically organise different sources of data, to gain a comprehensive understanding and discover underlying meanings.

Read the raw data. After tidying the files, the raw data was read several times before conducting the analysis. In doing so, I became familiar with the contexts, appreciated each participant's SCIRT stories, and captured emerging topics. This step was necessary to discover the meanings underlying the complexity of SCIRT identity, explore how SCIRT members gave sense to and made sense of this collective identity, and ask "why" questions about these multiple realities. For example, why did delivery teams have a strong identification with their home company instead of SCIRT? Why did integrated service team members identify strongly with SCIRT, not with their parent company? Why did some participants have equal identification with both SCIRT and their HO? Why did delivery teams use "they/them" when referring to IST and SCIRT when they were also part of SCIRT? I then paid special attention

to details that could provide answers to these "why" questions, because they would directly respond to the research questions.

4.8.2 Coding procedure

The analysis followed the rigorous inductive process outlined by Gioia et al. (2013). Essentially, the analysis was achieved at three levels. Initial codes were derived from the participants' own language. This stage was participant-centred. These emerging ideas were developed into systematic categories. This stage was researcher-centred. Through consistent comparisons, identified categories were grouped into themes and finally abstracted into a conceptual framework, capturing the complexity and dynamics of collective identity construction in temporary organisations.

NVivo coding and manual coding. After reading the raw data, the coding process began. For the first couple of weeks, the coding was done through NVivo software only. The emerging ideas were captured as nodes in NVivo which were from participants' own language. However, when looking back at the texts in NVivo, I found it was difficult to figure out which ideas were coded. Though NVivo did provide some ways to organise the codes hierarchically, it was quite confusing when I tried to identify the interrelationship among those codes. It became apparent that NVivo coding alone was not sufficient to advance the analysis. The coding process was more than just putting relevant texts into nodes in NVivo software. This study did not take a discourse analysis method, consequently, the frequency of detecting specific words was not the focus in the analysis. The analysis shed light on participants' narratives and the denotations of these narratives. Further, it did not really matter what specific coding techniques (e.g., In vivo coding, process coding, descriptive coding, emotion coding, or concept coding (Saldaña, 2015)) were adopted. The real concern was to explore the richness of the data and appreciate the underlying meanings.

To complement the coding in NVivo software, manual coding was used to generate more meanings of the data. For every piece of data, three main types of memos were created, the background to the data, demographic information of participants, and key ideas that emerged. When engaging in manual coding, reflection memos were written for me to dwell on the analysis. The combination of NVivo coding and manual coding in word documents allowed me to interpret the data in depth, organise emerging themes and patterns logically, and refer to explanations of those themes easily.

First level coding. The first level of coding was informants-centred and iterative. Nodes were created utilising words or phrases from SCIRT documents or participants. In Vivo coding was adopted when necessary. Initially, the raw data were coded line by line, paragraph by paragraph to make sure that every emerging concept was detected. Descriptions such as "I have never worked for my home organisation", "it has nothing to do with my parent company", "I will go back to my home organisation", "leadership", "branding", "SCIRT shirts", "posters", "this building", "the place where I sit", "geospatial distance", "breakthrough challenge", "finishing strong", "Friday Communication Sessions", "Friday drinks", "social clubs", "SCIRT doesn't last forever", "uncertainty", and "employment relationship" frequently came into view. Nearly 160 codes were created at this stage.

Second level coding. While the coding was in progress, it became necessary to merge some codes. Then it came to the second level coding. Categories were developed based on my understanding of these nodes at the first level. Through consistent comparisons, nodes with similar connotations were integrated into one parent node. For instance, the category of "materiality" included "branding", "SCIRT logo", "posters", "business card", and "clothing". The category of "social involvement" comprised "Friday Communication Sessions", "morning tea", "social events", and "regular meetings". Classifying codes was achieved via NVivo software. Meanwhile, appropriate quotes were selected to illustrate these categories. Ten

categories were developed that were supposed to respond to the research questions. These were: (1) employment relations, (2) SCIRT evolution, (3) collective action, (4) allegiance to SCIRT and home organisation, (5) the identification with SCIRT and employees' home organisation, (6) internal communication, (7) geospatial isolation and integration, (8) materiality, (9) social interactions, and (10) relationships with SCIRT and employees' home organisation.

Third level coding. After conducting the second level coding, the focus was on the final theoretical coding. To specify, I reviewed codes and categories produced at the first and second levels of coding. Memos were also read several times to better comprehend the data from all kinds of sources. Much thought was required when elaborating themes from categories generated. This stage was confusing and challenging. Several interpretations were plausible. Focusing on the research questions, three main themes were finally produced at the end of the data analysis. They were: (1) the temporality, (2) social engagement, and (3) geosocial environment in collective identity work. The three themes were captured in a conceptual framework that answered the research questions.

4.9 Trustworthiness of the Research

Trustworthiness is used to evaluate the quality of qualitative research. It indicates a set of methods to ensure the quality of the data, and interpretation of the data in a study (Connelly, 2016). Guba (1981) proposes four criteria, credibility, dependability, confirmability, and transferability, which should be considered when pursuing trustworthiness in qualitative research. Guba's (1981) four criteria model has been widely accepted by many qualitative researchers. Based on this model, Guba and Lincoln (1994) suggest authenticity as the fifth factor when assessing a qualitative study. However, it must be kept in mind that not all strategies are employed in every study - whichever procedure is used should serve research

purposes. Together with the triangulation, these procedures were examined to ensure the trustworthiness of this study.

4.9.1 Credibility

Being analogous to internal validity in quantitative research, credibility in qualitative research indicates the extent to which the data collection and data analysis are accurate. Accordingly, researchers are confident about findings. Shenton (2004) suggests 14 methods to ensure credibility. In interpretive research, researchers need to explore the multiple realities available in their research settings. Purposeful random sampling and triangulation were involved in the data collection for this study. Therefore, rich data were gathered from different groups of participants. The data analysis was iterative to assure the rationales of the findings. The member checks have been described as "the most critical technique for establishing credibility" (Lincoln & Guba, 1985, p. 314). Giving research participants the opportunity to check records of their interviews, and also comment on emerging themes and analysis, enhances the credibility of this study. In doing so, the feedback from participants as to the interview transcripts and findings has reinforced the credibility. Negative cases analysis has also been reported in the findings chapter, to present diverse scenarios from the data and finally enhance the confidence in the findings.

4.9.2 Transferability

The transferability is analogous to generalisation in quantitative research. Transferability is used to examine the extent to which findings from one study are applicable to new situations (Merriam, 1998). Qualitative case studies have been criticised by those who argue that findings from specific cases are not able to be applied to other contexts outside the original research setting. However, Shenton (2004) argues that transferability can be achieved by providing

"sufficient contextual information" and "thick description of the phenomenon under investigation" (pp. 69-70). In doing so, readers can have a better understanding of scenarios in which findings are produced. In this way, readers might associate their own situations to what has been concluded, if they feel they might be in similar circumstances.

In this qualitative case study, I explored the dynamics of collective identity in a temporary IOC and the complexity of internal stakeholders' sensegiving and sensemaking of this emergent collective identity. The thick description of a variety of scenarios allows the possibility of the findings from this study to be applied in other situations. Already, the feedback from the stakeholder check has confirmed the transferability of the findings from SCIRT to other post-disaster rebuild organisations, from post-disaster management to routine management as well.

4.9.3 Dependability

Dependability in qualitative research is analogous to reliability in quantitative research. It allows the possibility for other researchers to conduct a similar study and produce similar findings under similar circumstances. Because of multiple realities or interpretations in an interpretive approach, there will never be exactly the same research setting. Thus, different researchers do not necessarily arrive at the same findings with similar subjects. Shenton (2004) suggests the detailed illustration of credibility normally enhanced the dependability. Therefore, "the research design and its implementation", "the operational detail of data gathering", and "reflective appraisal of the project" (Shenton, 2004, pp. 71-72) are required to be fully demonstrated, for future scholars to replicate the research in a similar setting. Hence, the research methodology, the documentation of the data collection processes, and the reflections on data analysis have been depicted in fine detail to ensure the dependability of this qualitative case study.

4.9.4 Confirmability

Confirmability is similar to objectivity in quantitative studies. It means the extent to which findings could be confirmed by others. An audit trail of the methodology descriptions (Shenton, 2004; Connelly, 2016) is recommended to achieve confirmability by "keeping detailed notes" (Connelly, 2016, p. 435) of all procedures and decisions made by qualitative researchers. For this purpose, I have logged and well-organised all the data gathered from the field. In doing so, when the findings are questioned, the archives will be accessible.

4.9.5 Authenticity

There is no analogy to authenticity in quantitative research. Authenticity is a special consideration in the qualitative studies regarding whether diverse realities have been thoroughly discovered by researchers without any biases (Connelly, 2016). In practice, this means to be honest with the data. Multiple voices from participants are, therefore, presented (Whittemore, Chase, & Mandle, 2001). This is also necessary for interpretive research. This study reports a wide range of participants' sense of collective identity aligned with SCIRT. Through the interpretation of diverse phenomena and the description of the meanings underlying those phenomena, readers would gain a better understanding of the research case in SCIRT.

4.9.6 Triangulation

The role of triangulation in contributing to the quality of qualitative research is highly praised by Shenton (2004). Patton (2002, 2015) discusses four types of triangulation that can ensure "verification and validation" (Patton, 2015, p. 661) of qualitative studies: (1) triangulation of data sources, which means sufficient qualitative data should come from multiple data collection methods, (2) mixed-methods triangulation, in which both qualitative and quantitative data are

adopted for the analysis, (3) analyst triangulation[22], and (4) theory triangulation, which indicates adopting diverse theories to explore and analyse the same set of data (Patton, 2015). This qualitative case study has been designed for the purpose of my PhD degree. As explained early in this chapter, quantitative data was not a good choice to illuminate the multi-dimensions of SCIRT collective identity. Consistent with the ethical considerations identified for this project, practically it was not feasible for other researchers to analyse the data gathered. However, at a later stage when the thesis draft was completed, I did ask some key stakeholders to check data and findings. In particular, there was an audit review of my supervisory team.

Realistically, for the purpose of triangulation in this project, multiple data collection methods have been maximally employed in forms of semi-structured interviews with various internal stakeholders, direct observations of stakeholders' behaviours, interactions and their working environment, and organisational artefacts instantiating collective identity in the SCIRT context over time. This does not necessarily suggest obtaining exactly the same data from all these means, but the data generated using different data collection techniques corroborated each other and enabled me to get the whole picture of how internal stakeholders made sense of an emergent collective identity when working in a temporary IOC. In particular, I employed the combination of "constructionist standpoint"[23] (Snow, 2001) and a sensemaking perspective (Weick, 1995) when demonstrating the dynamic and complicated identity work in a temporary organisation. In this account, triangulation was achieved, it supported the credibility and confirmability, and contributed to the trustworthiness of this study.

[22] Patton (2015) suggests, in this kind of triangulation, more than one person was involved in analysing the same data respectively, and then compared the results. Participants review, friends review or audience review might be effective methods to conduct this approach.

[23] Collective identity construction indicated the processes during which collective identity is "created, expressed, sustained and modified", it was considered as the "variant of identity work" (Snow, 2001).

4.10 Role of the Researcher

I conducted this study as an independent researcher. No potential role conflicts occurred during the research. Through informal conversations and engaging in SCIRT social activities in the workplace, I developed good relationships with the participants, became familiar with them, and obtained their trust. To retain this rapport, I was open with the participants. They were fully informed about the purpose of this study, the time required for their participation, and the methods of using and storing the data. Each participant had the right to withdraw from this study for any reason at any time, and they had the opportunity to reflect on the transcripts after the interview. The interviews were conducted in their daily working places, or in other places like a café, where they felt more comfortable telling their unique SCIRT stories without being interrupted.

This qualitative case study has been highly people-focused. I strictly complied with the ethical standards (Patton, 2015) for ensuring confidentiality and anonymity both during and after the research. As such, I served the study: first as an interviewer who collected a large number of various participants' narratives of their SCIRT experiences; second, as an observer who witnessed and recorded stakeholders' lived experience in the SCIRT alliance; and third, as a systemic analyst who read texts, imagines, and actions, and interpreted these observed phenomena.

4.11 Ethical Considerations

Bryman (2012, 2016) discussed four main risks in social research: (1) harm to participants, (2) lack of informed consent, (3) invasion of privacy, and (4) deception. This study has avoided these risks to participants.

There was no risk of physical, mental or any other kinds of potential harm to participants, as the interviews were conducted in their daily workplaces. Nor did the

participation influence their careers or development during and after SCIRT. The research was managed in a scientific and cautious manner. Neither did it cause potential harm to me. This research did not aim to seek information about any aspect of participants' private life before, during, and after their participation. All participants were assured of the privacy and confidentiality of the information that they provided. Additionally, the interview questions were designed not to delve into their personal life. This meant that potential participants felt comfortable to talk about their experiences of working in SCIRT. When being approached, potential participants were informed of the aims of this study and the expectations associated with their participation. They were informed of the right to withdraw from this project any time for any reason, and of the opportunity to provide feedback on their interview transcripts. After reading the information sheet very carefully, they decided whether they would like to take part in this research. They were interviewed only after signing the consent form.

Core ethical considerations are related to confidentiality and anonymity. Confidentiality has been maintained throughout the processes of data collection, analysis, storage, and research report. Any types of data obtained from one participant were not allowed to be shared with or revealed to either other participants or anyone else.

In terms of storing the data, paper-based data, including consent forms and documents, were safely locked in my office. The interview recordings were erased after being transcribed. The transcripts were kept as electronic files that did not have any indication of who provided the data. These files were password protected on the computer. Information on identities of participants and their data was stored separately in different password-protected folders. When reporting the research, if there were any risks that one participant's unique position would reveal their identity, then either their position was not mentioned, or they were asked to vet what should be written to see if the reference to their position was an issue. When raw data was quoted, participants' identities were omitted and replaced with pseudonyms.

The project was approved by the Human Ethics Committee at the University of Canterbury in June 2016 before I commenced the fieldwork in SCIRT. All the strategies identified in that application to ensure ethical research practice have been adhered to during the research process.

4.12 Chapter Review

This chapter has outlined the rationales for adopting interpretivism and an inductive approach as the philosophical basis for this study. This was appropriate because of the unique nature of SCIRT as the combination of a temporary organisation, coopetition, and reconstruction organisation in the post-disaster stage. Studies on these forms of organisation have been conducted respectively. However, since it is relatively rare to research an IOC like SCIRT while it is still operating, a qualitative case study was judged as the most suitable design for this doctoral study. The key components of this qualitative case study are summarised in Table 4-4.

Table 4-4 Summary of Methodology

Design Element	Description	Rationale
Research Purpose	This study aims to explore how internal stakeholders experienced collective identity through the whole lifecycle of a temporarily coopetitive alliance.	
Key Research Questions	1. How has collective identity been constructed in a temporary IOC? 2. How did internal stakeholders manage collective identities in both IOC and their home organisations, especially when this temporary IOC was winding down?	
Research Paradigm	Interpretivism	Interpretivist paradigm allows me to describe, explain and analyse the complex social reality from the stakeholder's standpoint (Tracy, 2013). Instead of testing a theory, an inductive approach begins with research questions and allows me to examine multiple realities and explore a specific situation and produce a new theoretical framework.

Research Methodology	Qualitative study	Using qualitative research, I can get the rich, descriptive and thick data of what participants think, say and do in the real organisational environment.
Research Design	Ethnographic case study	A case study is ideal when there is a unique instance we want to understand. It is consistent with research questions and produces rich data and aim to answer "how", "what" and "why" (Yin, 2003a) by adopting multiple data sources. By experiencing the SCIRT events, the ethnographic elements allow me to dig further into the complexity of SCIRT collective identity. Thus, lessons can be learned from a single case study.
Research Case	SCIRT	As a temporary alliance between government agencies and competing construction companies, SCIRT presented a unique and ideal case in the post-disaster recovery context for this study.
Participants	Purposeful sampling	Instead of statistic representativeness, purposeful sampling suits this qualitative study. Convenience sampling, stratified sampling, snowball sampling and purposeful random sampling were developed at different stages of the fieldwork.
Data Collection	Interviews	Semi-structured interviews allowed me to understand the accounts of collective identity from the internal stakeholders' perspective.
	Documents analysis	Management plans, newsletters and other relevant organisational documentation provided sufficient information to capture how collective identity was constituted in SCIRT.
	Observations	Direct observations enabled the examination of how stakeholders enacted collective identity on a daily basis.
Data Analysis	Inductive method	Inductive analysis is suitable for generating a new theoretical framework from data when there is not an existing conceptual framework. It takes the particulars of a situation, systematically analyses the data looking at emerging ideas that are developed into categories, themes and patterns via constant comparison. I incorporate these patterns and relationships to create a conceptualization from participants' lived experience.
Trustworthiness	Triangulation	Multiple data sources confirmed the validity of the processes in this case study.

	Credibility	Stakeholder checks reinforced the credibility of the findings.
	Confirmability	Kept detailed notes for an audit trail in confirming the findings.
	Dependability	Described the methodology, data collection and analysis processes so other researchers can conduct similar studies in a similar research setting.
	Authenticity	Expressed and interpreted diverse realities. Multiple voices can be heard.
	Transferability	This case study provided rich data and thick description to understand SCIRT collective identity. The complexity of combining coopetition and temporary organisation in SCIRT allows the findings to be applied for future disaster and routine management, for the collaboration between government agencies and commercial organisations in particular.

This case study focused on SCIRT and involved fieldwork within SCIRT. Participants were selected for interviews because of their positions and experiences in SCIRT. Multiple data collection methods were adopted, including semi-structured interviews, organisational artefacts, non-participant observations, and general questionnaires, and reasons for these methods were explained. Together, the triangulation of the data sources provided the basis to appreciate SCIRT members' understandings and accounts about collective identity while they were working in a temporary coopetitive alliance. In addition, this chapter articulated the stages of fieldwork. Further, it briefly explained processes for analysing the raw data and generating conceptual frameworks that captured the dynamics and complexity of collective identity development in SCIRT. This chapter ended by discussing criteria for evaluating the trustworthiness of the research and the ethical principles which this study has followed. The findings derived from the data analysis that answer the research questions are presented in Chapters Five and Six.

5 Identity Work Campaigns in SCIRT

5.1 Introduction

A coopetitive alliance model like SCIRT had not existed in New Zealand before the earthquakes in New Zealand. Created from eight alliancing organisations, SCIRT quickly evolved into a collaboration involving more than 20 different organisations[24]. To effectively harness the efforts of diverse contributors in an IOC like SCIRT, a sense of common purpose and a supportive collective identity is vital (Arnaud & Mills, 2012; Maguire & Hardy, 2005; Beck & Plowman, 2014), especially when the IOC is involved in a paradoxical coopetitive relationship (Stadtler & Van Wassenhove, 2016; Thomson & Perry, 2006; Thomson et al., 2007).

Contemporary research (e.g., Gioia & Hamilton, 2016; Ravasi & Schultz, 2006; Schultz et al., 2012) has explored collective identity as a process which involves sensegiving (leaders' attempts at identity construction) and sensemaking (employees' responses to these attempts). This chapter draws on these perspectives to illustrate how SCIRT senior managers fostered SCIRT collective identity (SCIRT identity in the following) across the lifetime of SCIRT.

It describes how various forms of identity work (1) were employed as senior managers endeavoured to constitute SCIRT identity, (2) were shaped by SCIRT's temporary status, and (3) involved a series of strategic sensegiving practices that reflected internal and external change that SCIRT met, in a dynamic and uncertain post-disaster environment. Prominent among these strategies were five notable collective identity work campaigns. These campaigns significantly influenced how SCIRT identity was created, developed, revamped, and maintained. The five campaigns mirrored shifts and changes in SCIRT's lifespan. Senior

[24] Initially, SCIRT referred to its eight alliancing parties, i.e., Canterbury Earthquakes Recovery Authority, Christchurch City Council, New Zealand Transport Agency, City Care Ltd., Downer, Fletcher Construction, Fulton Hogan and McConnell Dowell Construction. Later on, SCIRT redefined itself as a collaboration among the three government agencies (CERA, CCC, NZTA), five construction companies and their subcontractors, engineering and management consulting companies, such as Beca, OPUS, Jacobs New Zealand, Baseline Group, Alchimie, and Resilient Organisations.

managers used the following mottos[25] to characterise each of these campaigns: (1) Aligning with SCIRT, (2) Lifting SCIRT, (3) Breakthrough thinking of SCIRT, (4) Reigniting SCIRT, and (5) Finishing strong. Not only did these mottos discursively construct stages of identity work, but also gave coherence and a sense of temporal linearity to SCIRT as a temporary organisation. This chapter is organised around setting the context for the five distinct identity work campaigns and then describes senior managers' sensegiving associated with each of these campaigns. It will be followed by Chapter Six which outlines how various groups of SCIRT employees responded to senior managers' attempts to SCIRT identity.

5.2 Stage 1: Aligning with SCIRT

5.2.1 Context

Prior to the February 2011 earthquake in Christchurch, a magnitude 7.1 earthquake rolled over the west of Christchurch in September 2010 and caused widespread damage to land, buildings, and roads. In response, the Infrastructure Rebuild Management Office (IRMO) was set up to oversee the repair and rebuilding process. IRMO adopted a traditional competitive bidding process to allocate the repair work, and successful contractors and designers worked independently. Unfortunately, the devastating earthquake in February 2011 caused further widespread destruction, especially to underground infrastructure. When this happened, the government decided that IRMO was no longer capable of tackling the increased workload due to the massive devastation. This, as well as the invisibility of underground damage and the expectation that it was extensive, prompted the government to set up an alliance of contracting organisations. An innovative collaborative structure was devised to draw on the strength and

[25] These mottos were identified through reviewing SCIRT documents, memos of formal interviews and informal conversations, and field observations in SCIRT headquarters.

capability of multiple organisations. As a result, SCIRT was formed between three government agencies and five construction firms (SCIRT, 2011b).

5.2.2 Emerging SCIRT identity

Initially, only the eight alliancing parties were included, however, these organisations were not used to working collectively. In particular, the five construction firms were very competitive and had never collaborated with each other prior to the earthquakes. The diversity of contributing organisations, the mixture of trades, and the difficulty of coordinating a wide array of interests resulted in challenges for the SCIRT management team (MT). They decided that a collective SCIRT vision or mission was vital to its operation. Without a shared mission or a common statement, collaborating members would deal with day-to-day issues in a manner that satisfied their individual organisation's needs rather than the objectives SCIRT was attempting to achieve. The awareness of the need for collaboration gave rise to initiatives by the management team to constitute a collective identity, something that has been identified as essential to the success of an IOC (Beech & Huxham, 2003; Conner, 2016; Maguire & Hardy, 2005). All performing parties were expected to align themselves with SCIRT's objectives and work collectively to achieve SCIRT's restoration mission.

5.2.3 Aligning with SCIRT workshops

To bring diverse parties together, in June 2011, intensive workshops were designed by senior managers and their advisors. These workshops focused on establishing guidelines for SCIRT operation and forging a collaborative atmosphere that encouraged the divergent contributors to work together. Out of these workshops, the mission statement was formulated: "What we are here for: Creating resilient infrastructure that gives people security and confidence in the future of Christchurch" (SCIRT, 2016b). As one senior manager acknowledged,

> *It really defined who we are. We had to create unity out of many people and this was that beacon around which everybody could identify with and aim towards* (S41).

This mission statement was supported by six types of mindsets and values[26] and six categories of behaviours[27]. From a top-down process, the desired SCIRT identity was crafted and articulated to elaborate upon the mission statement of "what we are here for". This elaboration presented the core value of SCIRT and aimed to give internal stakeholders a common ground around which they were expected to develop a sense of unity to SCIRT. To promote emerging SCIRT identity, the MT facilitated a series of workshops. The aim was to align a variety of contributors with SCIRT structure, operating systems, mindsets and expected behaviours.

Through participating in these workshops, it was anticipated that contributing organisations would apprehend the big picture of SCIRT in terms of (1) how and why SCIRT was established, (2) what SCIRT's mission was, (3) how these different teams would interact and fit together, and (4) how decisions were to be made in line with SCIRT's espoused values and behaviours. After these alignment workshops, more than 70% of participants reported becoming positive about their engagement with SCIRT and interaction with their co-workers (SCIRT, 2011c).

5.2.4 SCIRT initial brand and branded artefacts

It was reported by interviewees that the senior managers created a collective logo (Figure 5-1). This logo was supposed to give internal stakeholders' a sense of what SCIRT stood for, encapsulate the emerging SCIRT identity, and produce a symbol with which they could identify.

[26] The six mindsets and values are: best for communities; collectively, we are strong; development of our people; generous with trust; open to new ways and other perspectives; and zero harm.
[27] The six types of behaviours are: having honest conversations; having the courage to speak up; leading by example; listening actively; working together; and striving for excellence.

Figure 5-1 SCIRT Initial Logo

Following the creation of this logo, branding was developed to facilitate the dissemination of the SCIRT identity. Personal protective equipment, management plans, business cards, and other materials were all branded with this logo. These endeavours aimed to (1) represent who SCIRT was, (2) encourage employees to forget about their home organisation and remember they were part of SCIRT, and (3) develop employees' identification with SCIRT.

These strategies were designed to remind SCIRT members that they worked together for the same goal of repairing Christchurch's horizontal infrastructure. In particular, the MT made it compulsory for members of the MT and IST to wear SCIRT clothing and use SCIRT artefacts, for example, the SCIRT e-mail account and business card. Employees were encouraged to demonstrate their identification with SCIRT through participating in SCIRT events and celebrating SCIRT achievements and milestones. If employees tended to wear uniforms branded by their home organisation, their SCIRT managers actively intervened and attempted to get them to demonstrate that they had the sense of being a SCIRT member. One participant from the IST explained how they encountered this active promotion of SCIRT identity,

> *We wear the SCIRT shirt. We are not allowed to wear [the home company one]. We are told to not wear our company shirts. So, if I turned up in a [home company] shirt, I would be asked to not wear [it] because they don't want to promote individual [organisations] (S25).*

The sense of "we-ness" to SCIRT the MT sought to promote was also materialised throughout SCIRT headquarters. The field observations found that important slogans such as

the SCIRT mission statement, mindsets and values, and behaviour requirements were displayed in every meeting room (Figure 5-2) and manager's office (Figure 5-3), on the wall of hallways (Figure 5-4), and around employees' desks. These posters were designed to convey meanings to SCIRT employees of (1) what they strived for when working in SCIRT and (2) why they were expected to do so. These artefacts deployed in SCIRT workplaces were used by the MT to disseminate a sense of belonging to SCIRT and encourage employees to adjust their performance to align with SCIRT core values. The field observations found that contents in posters were subjective to change at times, while still satisfying the MT's attempts to communicate the clear message that everybody was part of SCIRT and all were expected to devote their efforts to the success of SCIRT. As one participant from the management team recognised,

> *The mission statement is posted everywhere. It reminds people of what they are here for and gives them a sense of what is important because that means when things are uncertain or things are challenging, it reminds them of why they are here (S21).*

Figure 5-2 Posters in SCIRT meeting room

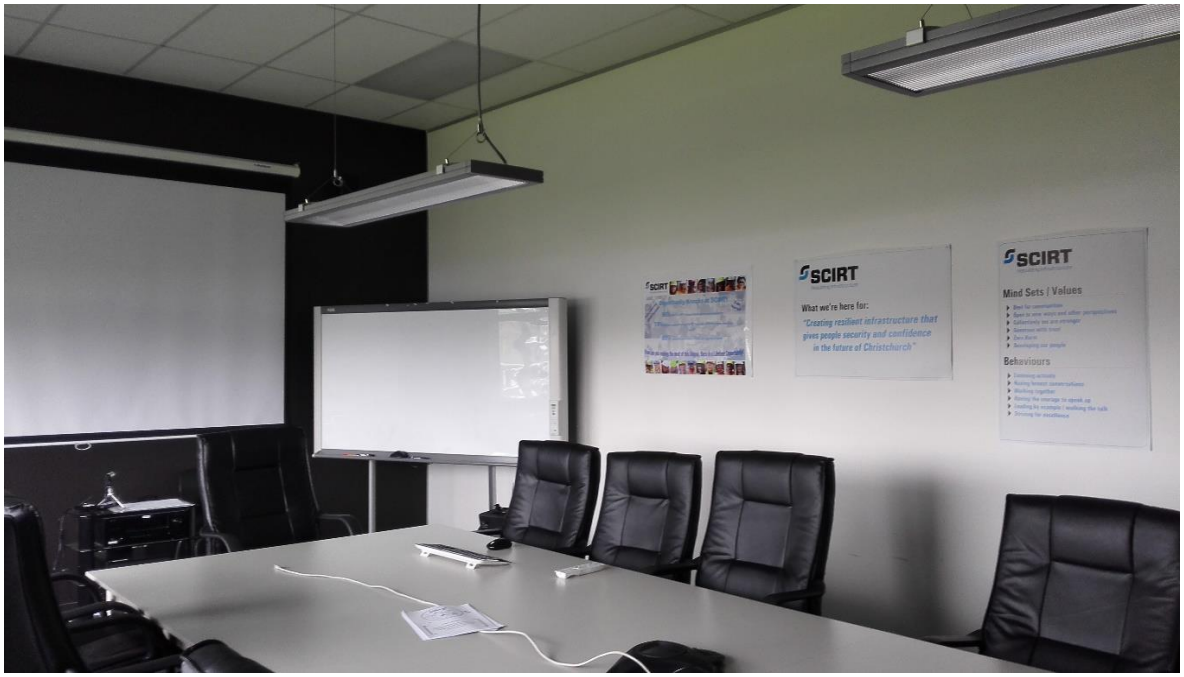


Figure 5-3 Posters in one Senior Manager's office

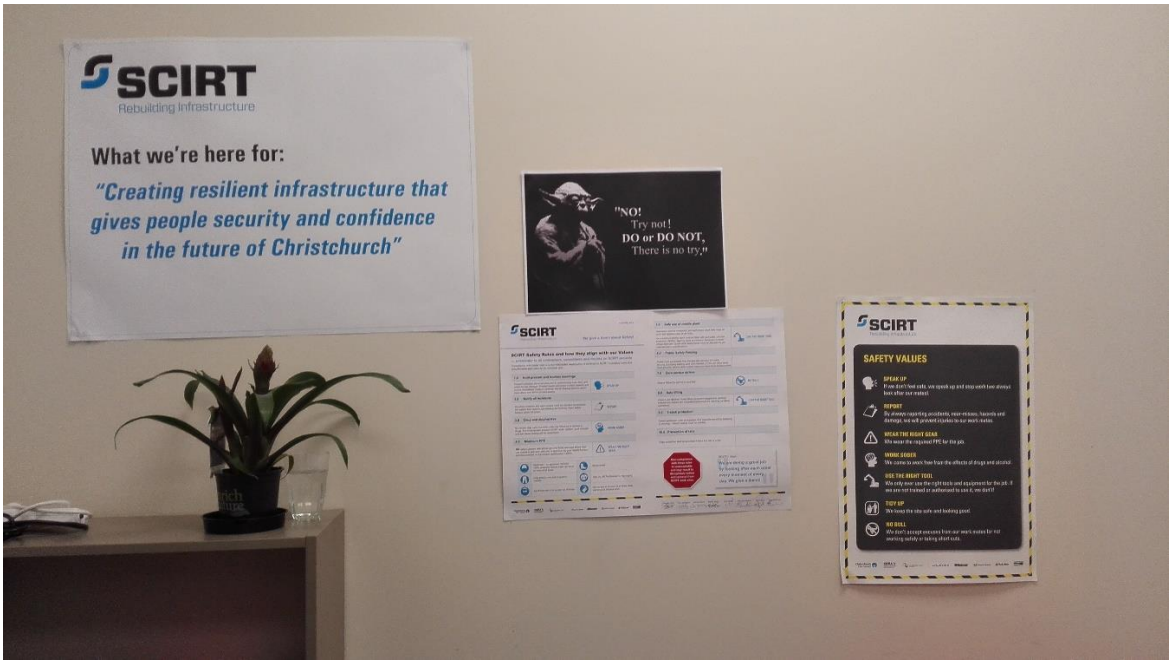
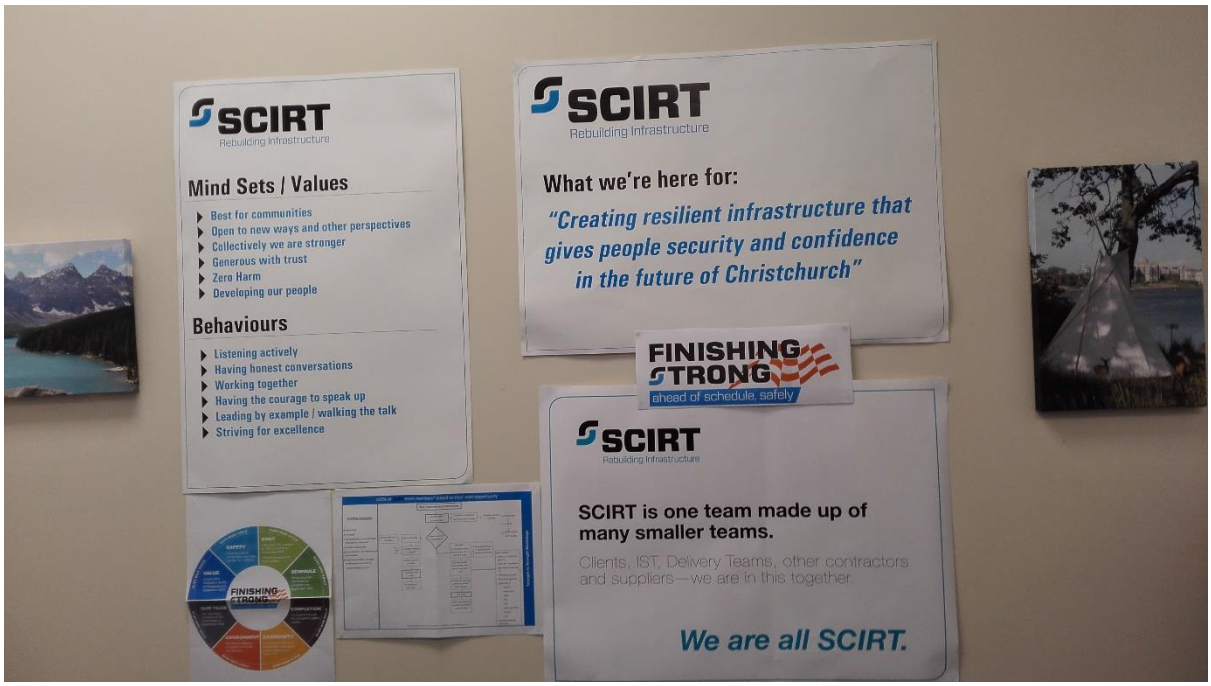


Figure 5-4 Posters in the Hallway



However, the data from interviews with participants from the five delivery teams, document (SCIRT, 2011a), and field observation indicated that members who did not work in SCIRT headquarters tended to embrace their home organisation's artefacts. They did not

actively respond to SCIRT identity sensegiving by the senior management. Their sensemaking about advocated SCIRT identity will be presented and discussed in Chapter Six.

5.2.5 SCIRT headquarters

In addition to the artefacts mentioned in the previous section, the field observations provided evidence that the MT considered that the "physical building of SCIRT was critical in everything" (S41). One of the documents suggested that senior managers were aware of the necessity of facilitating employees' sense of belonging to SCIRT. This prompted the decision that SCIRT members were "to be in a sort of place for giving people confidence in the future, just the way we are, the way we act, the way we are" (SCIRT, 2016c[28], p. 10).

SCIRT headquarters (Figure 5-5) provided more than just a physical environment. It was designed purposefully by SCIRT senior managers to deliver a message that reflected SCIRT philosophy and methodology of practices. It represented an integrated system – a way of working – that was different from what people were used to before joining SCIRT. The goal was to encourage employees to have a belief in and a spirit of working collaboratively. When collaborating members walked into the building, they would be exposed to the SCIRT mindset and were expected to be motivated to learn and do things together. In this headquarters, the MT encouraged their employees not to see themselves as independent individuals with different organisational backgrounds, but as interdependent and assimilated into one big SCIRT team. From this perspective, the building represented senior managers' expectations and provided the foundation for SCIRT to continue its own identity work.

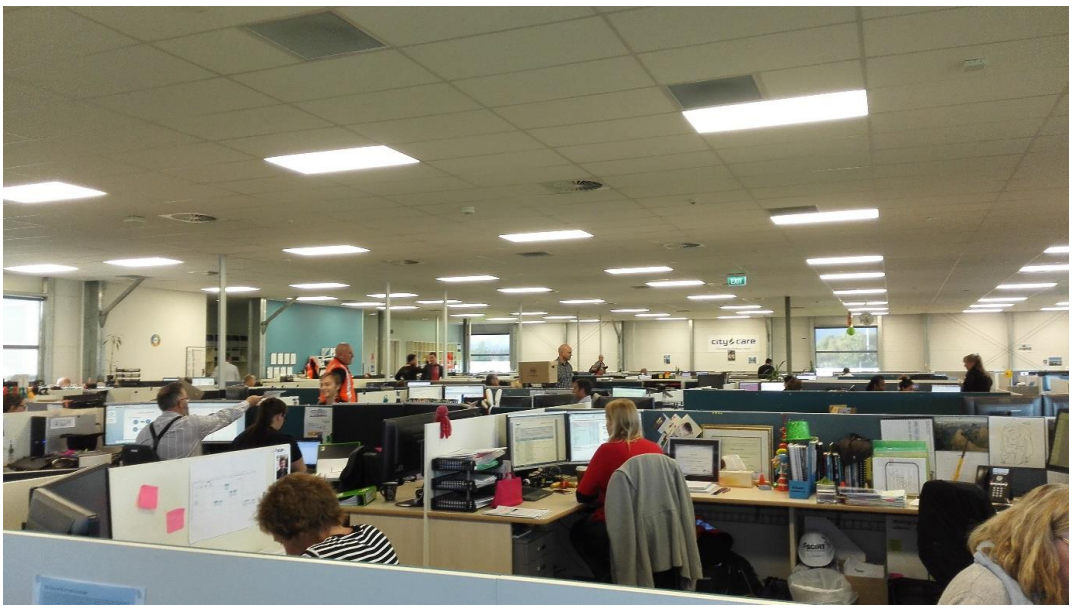
[28] This document is the meeting minutes themed "Laying Foundation". Key SCIRT operation advisors and two managers in key positions attended this meeting. I was invited to this meeting as an independent observer.

Figure 5-5 SCIRT Headquarters

The office layouts (Figure 5-6) within the headquarters were also deliberately designed to promote SCIRT strategies of collaborative operation. Rather than sitting in a long row, four people were seated together as one working unit. The configuration of the four-person units meant each unit could easily interact with people in another three units around. Frequent social interactions resulted in collegial friendships with people around, which enhanced employees' identification with SCIRT. One participant who worked in the headquarters commented,

> *I think it was the way, how it was set out, so people could integrate. There weren't walls where you could hide away. I think it was a deliberate attempt to break that down and make it open... There was no wall. There were no fixed offices, it was an open plan type of space. (S20*)

Figure 5-6 SCIRT Office Layout



Resulting from the MT's endeavour, a strong collaborative atmosphere was formulated and promoted. Employees working in this head office demonstrated a high degree of identification with and allegiance to SCIRT. Nevertheless, I found that not all SCIRT members worked in the headquarters. The five delivery teams were separated from SCIRT headquarters and this contributed to a competitive tension among them. In contrast to those who inhabited in the headquarters, members from the five delivery teams displayed a different sense of belonging, which was aligned more with their home organisation than SCIRT. These findings will be discussed in detail in Chapter Six.

5.2.6 Symbolic room names

Particularly interesting was the nickname of the headquarters itself, "the nerd barn" (SCIRT, 2016c). Within the building, a big dining area was called "the resident room" (Figure 5-7). This name indicated that all SCIRT members were working for the residents of Christchurch and New Zealand who had suffered from traumatic earthquakes. Particularly, this meeting room hosted a typical ritual, Friday Communication Sessions, which will be discussed in the

following section. All meeting rooms were named in memory of one of the victims of the February 2011 earthquakes. Pictures of those victims and brief descriptions of their life stories (Figure 5-8) were displayed to remind people of their commitment to SCIRT and the people of Christchurch. Apart from the names and pictures, the senior management deliberately decided that coffee machines and water coolers would not be located in any corner, meeting room or office. They could only be found in the resident room. Everybody who wanted to have lunch, water or coffee had to go through the corridor leading into the resident room, where they would meet and interact with other SCIRT members. Together, the office layouts in the headquarters were carefully constructed to form an interactive environment for its members to socialise and be involved in SCIRT events.

Figure 5-7 The Resident Room

Figure 5-8 SCIRT Meeting Room

The MT undertook various strategic sensegiving activities (Corley et al., 2006; Gioia & Hamilton, 2016; Gioia et al., 2010; Ravasi & Schultz, 2006) during this first stage of establishing SCIRT and its own identity. The workshops provided learning opportunities to acknowledge the legitimacy of proposed SCIRT identity. SCIRT brand and artefacts were purposively utilised to instantiate this emerging collective identity, in a top-down attempt to mobilise a collective sense of *"*we-ness*"* to SCIRT. What is more, the physical construction of the headquarters created a geosocial environment where social interactions at a very personal level and engagement at the SCIRT level occurred. The findings in Chapter Six confirm that this social involvement facilitated many employees' identification with SCIRT if employees were located in the headquarters.

5.3 Stage 2: Lifting SCIRT

5.3.1 Context

After its formation, SCIRT started to work on defining the scope and cost of repairs. However, employees found themselves confronted with internal ambiguity because there was no clear

interpretation of what SCIRT really was. This confusion became apparent because SCIRT initially consisted of the eight parties who signed the alliance agreement but quickly evolved into a recognisable IOC involving many other consulting companies and subcontractors. However, employees from outside the eight parties felt less connected to SCIRT and its goals.

Particularly significant to this study of collective identity was that SCIRT did not directly own any employment relations. That is to say, SCIRT did not hire anybody (SCIRT, 2011a). Everyone who worked for SCIRT was contracted to one of SCIRT's contributing organisations and then seconded to SCIRT. Those seconded employees were physically distant from their home organisations (HO) and their everyday performance focused on SCIRT business. This caused a tension or identity ambivalence because of their prevailing sense of collective identity, which was initially aligned with their HO as opposed to SCIRT. Identifying with SCIRT or their HO appeared to be a puzzle for some SCIRT employees, especially when the MT began to promote identification with SCIRT (i.e. the sense of "we-ness" to SCIRT). This puzzlement inspired the senior managers to develop a very deliberate strategy to get employees to recognise and accept the awareness of "we are all SCIRT" (SCIRT, 2016b) and behave in ways that expressed their sense of SCIRT identity, rather than their HO identity.

5.3.2 Revamped SCIRT identity

For SCIRT, during its evolution, the fundamental focus was building an effective and collaborative work team out of diverse contributors. As one interviewee explained, it was about "how [to execute] the job as a team, as a collective and as a group" (S41). For this purpose, the MT implemented methods to develop employees' identification with SCIRT and ensure they delivered satisfactory results for the people of Christchurch. Keeping this in mind, SCIRT was refined as:

> *One team made up of many smaller teams: Clients, integrated services team, delivery teams, other contractors and suppliers—we are in this together. We are all SCIRT (SCIRT, 2016 b).*

The MT sought to accomplish this aspiration through an array of tactics, including holding a "lifting SCIRT" forum, propagating the core values and behaviours, setting up organisational rituals, organising team building activities, and changing the SCIRT logo.

5.3.3 Lifting SCIRT forum

In consultation with their advisors, the MT organised a series of workshops themed "collectively, we are stronger", which aimed to provide a better explanation of SCIRT key result areas and lead individuals to commit to SCIRT mindsets and values. Attending these workshops gave the opportunity for managers to appreciate SCIRT mission and objectives. They were encouraged to act as role models in inspiring, empowering, challenging, and compassionately leading their team members. They identified practices that could involve a wide range of employees. Team leaders were mobilised to have "lift conversations" with their subordinates and develop language that promoted collective behaviours and reinforced a collective sense of "we are all SCIRT." In addition, team meetings were organised to demonstrate the level of trust and foster a win-win situation among SCIRT, their home organisations, and individuals. Employees were galvanised to demonstrate their accountability, individual mission, and authority that would empower them to fulfil their roles individually and collectively.

5.3.4 Internal newsletter and superstar programme

In the meantime, other types of "lifting SCIRT identity" tactics were put into practice. The internal newsletter, *Hemline*, was created. The human resource team was responsible for its publication. *Hemline* primarily focused on promoting the desired SCIRT mindsets and values,

using employees' narratives, spreading important information, and conveying inclusiveness to everybody engaged in SCIRT work. From its first issue, this internal newsletter functioned as a key vehicle in shaping SCIRT language, reinforcing values and behaviours, and guiding SCIRT members to enact their sense of "we-ness" to SCIRT.

To complement *Hemline*, a recognition programme, *Superstar*, was set up. It was designed to strengthen SCIRT mindsets/values and behaviours through peer to peer recognition. Employees who demonstrated their commitment to SCIRT were identified and rewarded. Anybody in the IST and DT could recommend staff who successfully practised SCIRT's values/mindset and adhered to the behaviour' guidelines.

5.3.5 Friday communication sessions

During the "lifting SCIRT" period, the MT instituted Friday Communication Sessions (abbreviated as *Friday Comms*). *Friday Comms* aimed to formulate and bolster a team environment and energise members' allegiance to and identification with SCIRT, through behavioural regularisation. Members of the MT took turns to organise *Friday Comms*. All members working in the headquarters were asked to gather in the resident room at 10.00 am every Friday morning. The meeting lasted for about 30 minutes, reporting ongoing progress and forthcoming events, reinforcing the core value of SCIRT, sharing experiences, introducing newcomers, and celebrating leavers' contributions to SCIRT. *Friday Comms* were adopted by senior managers as an interactive platform to promote the recognition of "we are all SCIRT" (i.e., what SCIRT was, what it would become, and what it was going to achieve), evoke employees' emotional intimacy with SCIRT, and attempted to reinforce their sense identification. As one senior manager asserted,

> *Things like Friday Comms are very important for the SCIRT identity, challenging behaviour, if people talk about what is best for themselves or their home company, reminding them that we are here for SCIRT (S21).*

However, not every employees accepted the value of *Friday Comms* advocated by senior managers. Attending it, therefore, was initially compulsory. After *Friday Comms* had been implemented for a while, many employees who worked in the headquarters reported getting used to it and acknowledged its positive contribution in developing their identification with SCIRT. One participant from the IST spoke about its importance,

> *Absolutely important to driving consistency of message and communication and creating this identity of we are one team (S39).*

By contrast, those (i.e., DT members) who did not work in SCIRT headquarters responded negatively to *Friday Comms*. This group of employees saw less value in attending this identity maintenance activity in SCIRT. Consequently, they tended to enact their home organisational identity. Chapter Six will discuss employees' different responses to the MT's attempt to construct a collective identity.

5.3.6 Team building events

Besides *Friday Comms*, the MT organised a set of team-building activities to facilitate social interactions among diverse stakeholders and foster their engagement with SCIRT. These events, implemented by different functional teams, included SCIRT birthday parties, Christmas parties, Friday drinks, and international lunch. For instance, Friday drinks were scheduled monthly at the headquarters. Everybody was invited to join this party and relax after a week of hard work. The SCIRT birthday party was held in September every year. Employees gathered together, celebrated milestones, and shared their stories.

The senior managers encouraged their employees to seize these opportunities to interact with others, in order to maintain their sense of belonging to SCIRT. Gradually, employees got to know each other and formed social clubs based on common interests and hobbies. They started organising and leading social activities within SCIRT. These activities created frequent

occasions for social engagement both inside and outside SCIRT and helped facilitate a mindset of "we are all SCIRT" in the headquarters. A participant working in the IST commented after attending these formal and informal team-building activities:

> *We are all together as a group and you identify as a group… Same goals, same ideals, all doing the same sort of work and striving for the same goals (S7).*

5.3.7 Revamped SCIRT brand and artefacts

To enhance the emerging collective identity, the brand was revamped (Figure 5-9). The initial brand was quite similar to the Christchurch City Council brand (S34). It potentially misled people by encouraging them to treat SCIRT as a Council-owned organisation and identify with the Council. It became evident that the words used in the initial brand referred only to SCIRT's eight alliancing parties. However, shortly after its establishment, SCIRT quickly evolved into a complicated IOC, with more than 20 contributing organisations across the entire SCIRT programme. The rapid development provoked the senior managers' awareness of the necessity to create a more inclusive brand. The new brand could involve all participating organisations and give them a sense of shared identity and connectedness (SCIRT, 2014a), as one senior manager confirmed:

> *If we are going to actually step out and be something new and have our own identity in service of our own vision and values, we need to have our own identity. So I said, what can we call ourselves? Then just went and got a brand developed and put it out there (S34).*

Figure 5-9 SCIRT Revamped Brand

Instead of including a mouthful phrase of "the Stronger Christchurch Infrastructure Rebuild Team", the revamped brand had the abbreviation "SCIRT". Through the brand change,

a sense of unity to SCIRT (i.e., everybody belongs to SCIRT providing they were working on SCIRT projects) was promoted. Following this brand change, clothing (e.g., shirts, helmets, and vests), business cards, and e-mail accounts were all rebranded with the new logo, and all management plans as well. All these endeavours were directed at better representing what SCIRT was, and what it would do. One participant from the management team captured this change process very precisely,

> *It represented us more because by that time we were kind of new. We were starting to inform the identity of who we were. So, the brand more reflected who we were rather than the old brand (S41).*

The new brand conveyed a succinct message to employees about their identity and mission. Members who worked in the headquarters picked up the new brand very quickly because it was easy to know who they were. They responded to this new brand actively by wearing rebranded clothing and were proud of being associated with it. Some contributing organisations started co-branding to build connectedness, indicating their identification and affiliation with SCIRT (Figure 5-10). In one meeting, some managers recalled this change,

> *It was interesting because what was fascinating for me [was] when we changed the brand itself and it became more about who we were, what we stood for, and the strength in the team. The [new] brand was a lot stronger even though the old one had the actual word in it, "Stronger Christchurch". The story behind the new brand also resonated. (SCIRT, 2016c)*

Figure 5-10 A Co-branded Logo

During this "lifting SCIRT" campaign, the MT organised strategic sensegiving activities, such as conducting conversations and workshops, co-locating members of the MT

and IST in the headquarters, renovating the brand, deploying branding strategies, ritualising behaviours, and escalating team-building events. These strategies and tactics were orchestrated to serve senior managers' intentionality of developing a collective identity and promoting employees' solitary identification with SCIRT, especially for those who worked in the headquarters.

However, the informal conversation with some team members from the DT and observation of their clothing and interaction with members in the IST suggested that this group of employees were excluded from collective identity developing and sustaining activities. Chapter Six will illustrate in fine detail how members in the DT responded to senior managers' strategic sensegiving about collective identity.

5.4 Stage 3: Breakthrough thinking

5.4.1 Context

Give the small size of the New Zealand economy, how to fund the entire rebuild had been a persistent concern since the earthquakes. As the damage to Christchurch became more apparent, damage estimates were around 10% of GDP (Reserve Bank of New Zealand, 2012). The total reconstruction cost of the rebuild (including horizontal infrastructure that SCIRT was working on) kept increasing and was estimated at as much as $40 billion New Zealand dollars (Reserve Bank of New Zealand, 2016). SCIRT projects were funded by its three owner-participants (i.e., the Christchurch City Council, the New Zealand Transport Agency, and the Canterbury Earthquake Recovery Authority[29]). The initial cost was estimated at $2.5 billion NZD. However, after reviewing the estimated repair costs in 2012, SCIRT's funding

[29] Canterbury Earthquake Recovery Authority (CERA) was established in March 2011 and leading the Central government's recovery efforts following the 2010 and 2011 Canterbury earthquakes. CERA disbanded in April 2016. After the disestablishment, representatives from the Department of the Prime Minister and Cabinet supervised the SCIRT programme.

organisations suggested that an amount of $300 million could be saved through a "level of service" evaluation[30]. This meant that SCIRT would not implement its initial plan to rebuild brand new infrastructures for Christchurch, but prioritise infrastructure that had been most seriously damaged by the 2011 earthquakes. As a result, the revised budget was estimated at NZD $2.2 billion. The budget change demanded the need to amend the project design and estimation work, even though most of the work had been accomplished based on damage-based guidelines, and earlier calculation of costs and the available funding.

5.4.2 Confusing SCIRT identity

SCIRT was under pressure to apply the revised budget while still achieving the same goal. This implied that SCIRT had to redesign and re-evaluate its entire programme before these projects could be allocated to one of the five delivery teams for construction. The change had a seriously negative impact on employees. Many of them began to question the initial identity claim and a pessimistic belief spread that assumed SCIRT would not be able to accomplish what it initially claimed to achieve. Employees reported being challenged to reconcile the fact they would still achieve the same goal while adopting a completely new working approach. Being unable to accept this change, many employees left because they felt they were not doing the right thing, nor were they the "SCIRT" they wanted to become. They could not build a resilient infrastructure for the people in Christchurch under the new guidelines. This feeling is captured in the following recollection:

> *The change of guidelines made them feel that they didn't want to do it again, or they no longer felt that "what we are here for" was right. There was a lot of discussion about when we changed the guidelines. Is that still [the same] value? Are we still following that [claim] (S25)?*

[30] Level of services means evaluating the degree of damages. SCIRT was expected to fix and replace the most critical damaged assets, while leave behind items that might be damaged, but would not cause problems any time soon. As a result, the Christchurch City Council would need to repair this infrastructure under its normal maintenance procedure.

5.4.3 Breakthrough workshops

After discussing the possibility of changing the mission statement, the MT decided to maintain their commitment to its original identity claim and declared that SCIRT was still 100 per cent the same SCIRT, despite facing such a big threat to its working philosophy. The MT intended to convince employees that SCIRT would still be capable of delivering the quality infrastructure for the people of Christchurch with what was assigned by funding organisations. However, the challenge of redesigning hundreds of projects in a short time frame still affected the remaining employees. As a response, "*breakthrough thinking*" workshops were developed by the MT to address this situation. These workshops communicated the challenges SCIRT faced, guided employees to turn challenges into opportunities, and aimed to establish engagement with SCIRT in the new circumstance.

Hundreds of employees were encouraged to attend these workshops, to talk about their understanding of the challenges that had to be overcome, work processes they would develop, and new approaches to accomplish outcomes with the available resources. As the extension of breakthrough challenges, at the individual level, "*my growth journey*" workshops were set up with the goal of rejuvenating the lifting SCIRT forum. Individuals were encouraged to have conservations with their leaders, in both SCIRT and their home organisation, to develop their skills, knowledge, and performance to fulfil the needs of what was now defined as "breakthrough challenges".

5.4.4 Communication initiatives

To create a compelling view of breaking through the challenges and encouraging involvement, the MT promoted internal communication initiatives at the SCIRT level, group level, and individual level. *Friday Comms* was fully utilised as a platform to propagandise "breakthrough thinking" and encourage employees to feel more confident about the situation. Many stories

were collected and published in SCIRT's internal newsletter, *Hemline*, expressing who they really were as SCIRT (*Hemline*, 2013), how individuals felt about being part of SCIRT, and how they were working together through the breakthrough challenges. Managers sought to motivate employees to develop innovative ideas of bonding SCIRT closely, for instance, engaging with community charities and creating surprises for families and colleagues in their normal working days. A lot of social clubs such as hiking, yoga, and cycling were formed and activities were organised to enhance members' identification with SCIRT. What is more, individuals also organised these activities outside SCIRT. Consequently, social networks were developed among staff that facilitated their interactions both inside and outside SCIRT. Members' identification with SCIRT extended into their personal life.

In short, the workshops, communicating events, and recreational club activities were adopted to develop employees' better understanding of the breakthrough objectives. The sensegiving activities of the MT were rewarded by team members developing their own approaches and actions in their areas of influence, that contributed both to the achievement of amended scopes of work and, as will be shown in the next chapter, to enhanced levels of engagement and identification with SCIRT among employees who worked in the headquarters.

5.5 Stage 4: Reigniting SCIRT

5.5.1 Context

After the breakthrough campaigns, SCIRT became mature as the repairer of the horizontal infrastructure in Christchurch. However, SCIRT was always confronted with challenges arising from its operational environment. An unexpected change struck SCIRT, when, in late 2014, just past the halfway point in its lifespan, it lost its core identity architects from the MT. As one remaining senior manager (S41) recalled, the culture and environment that nurtured SCIRT identity were inevitably drifting, due to the lack the support for top leaders. In particular, the

successor approached collective identity very differently. People-focused leadership began to shift into a task-focused approach. One participant from the IST experienced these changes,

> *He [previous leader] would always come out to see us, chat with us, talk to us every day. Whereas we don't see him [new leader] at all, hardly. That's been a big change. That's totally different (S17).*

5.5.2 Decreasing SCIRT identity

Except for the General Manager, other members of the MT also left. Their successors had not been through all the difficulties associated with establishing SCIRT, nor did they have the same mindsets of sustaining a strong sense of collective identity (Personal communication, 2016). Many employees were negatively affected by the leadership change. Additionally, after three years' hard work on massive projects, the employees, especially those at the frontline, were tired. The risk of employees' identification with SCIRT diminishing provoked senior managers' awareness of the need to re-energise the collective identity. Consequently, the MT organised a series of "*reigniting SCIRT*" workshops, attempting to lead employees through the leadership transition and motivating them to keep their identification with and commitment to SCIRT until it accomplished its predefined outcomes.

5.5.3 Reigniting momentum workshops

Reconnecting employees to SCIRT and reinforcing the collaboration, the MT organised eight half-day "reigniting momentum" workshops, informing employees about the new reality SCIRT was confronting. New members in the MT were introduced into SCIRT systems and had their roles clarified. The mission statement, mindsets and values were also refreshed through these workshops. Attempts were made to inspire individuals and teams to actively refocus their enthusiasm. Employees were encouraged to view the leadership change in a positive way and sustain their identification with SCIRT. During this period, *Friday Comms* was still in operation, conveying information and seeking to align employees with SCIRT. The

engagement survey[31] (SCIRT, 2014b) revealed that more than 70% of employees were positively influenced by the "reignite SCIRT" workshops. The MT considered that SCIRT was once again on the right track to deliver outstanding outcomes for the people of Christchurch.

However, other social activities started to wind down. This happened because, as SCIRT entered its fourth year, employees began leaving for their next job, particularly those who were experienced organisers of semi-formal and informal social events. Without them, the remaining employees became less social. The informal conversations with SCIRT members who had experienced previous identity work campaigns revealed that the atmosphere in SCIRT was not as strong as before, despite the reigniting SCIRT campaign. As will be discussed in the next chapter, employees' identification with SCIRT, perhaps inevitably, started to decline, due to the lack of sufficient social engagement when SCIRT was coming to its end.

5.6 Stage 5: Finishing strong

5.6.1 Context

As planned, SCIRT was expected to deliver its commitment to repair the horizontal infrastructure in Christchurch within its five-year lifespan. As the end of 2015 loomed, SCIRT was under pressure to accomplish all remaining projects by the end of 2016. As a temporary IOC, SCIRT was, however, inextricably confronted with serious challenges when approaching its imminent disestablishment.

First of all, SCIRT did not hire staff. All performing members were contracted to one of SCIRT's contributing organisations. Many employees were specifically recruited by their home organisation for the SCIRT programme and immediately seconded to SCIRT. Furthermore, from both financial and human resource perspectives, SCIRT needed fewer

[31] SCIRT invited consulting companies to do a survey every six months. These surveys were about employees' alignment and involvement, wellness and engagement. This was directed at identifying strategies to reinforce involvement and engagement with SCIRT.

employees as the remaining projects dwindled. This meant some employees would be made redundant. The reality that SCIRT was winding down cast considerable uncertainty over employees, especially those who had joined SCIRT on a fixed employment contract with their HO.

In this circumstance, more and more employees started leaving either for new careers or to return to their HO. In consequence, the social activities at both SCIRT and group levels reduced significantly. Many participants noticed that SCIRT became less social than ever before. What is more, compared to the clear and decisive communication in the early stages of SCIRT, the communication between the MT and employees became insufficient, ambiguous, and confusing. Employees at the operational level were not provided with enough information regarding when to close projects or when they would leave SCIRT. Nor did they receive sufficient support to advance their careers post-SCIRT. The lack of effective communication between SCIRT and its employees fostered a sense of uncertainty and anxiety.

5.6.2 Diminishing SCIRT identity

As it was winding down, the entire SCIRT team was becoming smaller due to employees leaving. The culture and environment were not as vibrant as they were in SCIRT's early stages. The field observations also suggest that the atmosphere within the headquarters became increasingly quiet. Particularly, in the last few months of SCIRT's lifecycle, quite a lot of employees had already gone, leaving the headquarters relatively empty. The internal newsletter also ceased operation. Considerations of the commitment to SCIRT became subordinate to the concerns of personal career development post-SCIRT. Trying to secure their future career, remaining employees started looking for jobs and had more contact with their HO. As a result, many employees began to work for their HO or new employer part-time, while still being involved in SCIRT projects.

5.6.3 Finishing strong workshops

The MT was conscious of the fact that employees' identification with SCIRT was diminishing. During the discussion in a team meeting, the MT decided to frame a "finishing strong, ahead of schedule, safely" (abbreviated as *finishing strong*) mantra to maintain employees' sense of being part of SCIRT. The *finishing strong* challenge aimed to motivate remaining employees to maintain the momentum until the day SCIRT ceased operation. The MT designed *finishing strong* workshops, attempting to maintain employees' involvement and commitment to SCIRT. This intentionality was coupled with expectations of high performance from all individuals and teams in eight key areas: (1) safety, (2) environment, (3) value, (4) our team, (5) community and stakeholder engagement, (6) cost, (7) schedule, and (8) alliance objectives (SCIRT, 2015).

5.6.4 Finishing strong communication

The MT formulated a set of communication strategies, crafting a *finishing strong* message and aiming to involve the remaining employees in activities which were expected to sustain their identification with SCIRT. To this end, a *finishing strong* e-Newsletter was produced, disseminating *finishing strong* messages to the IST and the five delivery teams. At the same time, the logo was internally redesigned, to align with this purpose and create a sense of urgency and achievement (Figure 5-11).

Figure 5-11 Finishing Strong Logo

After implementing the *finishing strong* initiatives, the MT was positive and confident about its effectiveness, as one senior manager claimed,

"It served its purposes, it helped to motivate people. Without finishing strong, we would have a lot more work ahead of us still. We got a lot more done because of finishing strong" (S21).

5.6.5 Beyond finishing strong frames

Facing the upcoming cessation of operations, employees were concerned more about their career development post-SCIRT than their ongoing SCIRT projects. In future, they would either go back to their HO if there was a position available, enter the job market, or become unemployed. Aware of this challenge, the MT carried out a transition plan, an individual *finishing strong* programme themed "stay committed: strength to strength". It was set up to ensure that 100% of remaining SCIRT members would have a job post-SCIRT. The MT actively assisted remaining employees to realise that SCIRT would not last forever and they would need to find a position somewhere else. Remaining employees were also encouraged to have more contact with their HO and attend workshops focused on resume writing, job-hunting skills, and interview techniques.

In the desired circumstance, remaining employees were expected to fully concentrate on finishing their tasks in SCIRT strongly, once their future could be secured by the transition programme. However, employees, including those in the MT, started leaving SCIRT for new jobs in either their HO or other organisations. Those who could not leave SCIRT immediately, but started part-time jobs outside SCIRT, began wearing other organisations' uniforms in SCIRT headquarters. The field observations also confirmed that wearing SCIRT uniform was not compulsory at this finishing strong stage, when the MT encouraged remaining employees to develop a relationship with their HO. However, continuously losing key employees had an unfavourable impact on the overall *finishing strong* outcomes, especially losing those from the Human Resource Department who were responsible for implementing the "stay committed" programme. Employees' commitment to and identification with SCIRT inevitably decreased, as one participant from the IST observed:

Everyone is thinking about what they're going to do after SCIRT including the people from HR. So that happened when HR people suddenly dropping off because they are leaving for their future as well. They were leaving. So, they haven't stayed until the end (S29).

In particular, I observed that SCIRT started removing from headquarters the artefacts that were used to remind employees of their sense of "we-ness" to SCIRT. There were fewer and fewer materials that presented a united SCIRT identity. The internal newsletter, *Hemline*, stopped operating at the beginning of 2017. No more resonating and inspiring stories were collected and shared with the wider SCIRT team. The *finishing strong* e-Newsletter also ceased operation months before SCIRT really finished. All the activities discussed above significantly weakened the *finishing strong* outcomes through the actions of the management itself.

When it was winding down, the senior management attempted to orchestrate the *finishing strong* motto by operating workshops, tutor individuals in searching for new jobs and diffuse *finishing strong* messages through newly established e-Newsletters. However, employees rejected, or responded negatively, to this "*finishing strong"* sensegiving from the MT. Concerns for the future dominated the thoughts of remaining employees. Their sense of 'who they were' was diluted by expectations of organisations that would secure their career going forward. When SCIRT was officially disestablished in April 2017, they no longer had an affiliation with SCIRT but would be employees of organisations such as the Christchurch City Council, City Care, or Downer.

5.6.6 SCIRT learning legacy programme

During the *finishing strong* campaign, SCIRT launched a "learning legacy" programme (SCIRT, 2016a). It was designed to document the achievements of SCIRT, including its formation in a dynamic post-disaster environment, the innovation of competitive collaboration among diverse organisations, and strategies and tactics for balancing a coopetitive partnership. The learning legacy programme aimed to share SCIRT lessons and knowledge with a wide

audience in a global context and encourage preparation and collective practices for future disaster management, especially the governance and operation in the dynamic and uncertain post-disaster recovery phase involving coopetition. The management plans, individual stories of experiences in SCIRT, and reflections from contributing parties have been collected and displayed on a SCIRT-centred website.[32]

Notably, a total of more than 3,000 people joined SCIRT during its operation, then moved on to other organisations and industries where they actively applied knowledge gained from SCIRT, introducing Friday Communication Sessions and modifying SCIRT management plans to new scenarios. SCIRT has achieved its mission and ceased operation, whereas what can be learnt through its operation has been communicated and distributed across industries both inside and outside New Zealand, through its learning legacy project[33]. Additionally, employees involved in the SCIRT programme have created a considerable network in the post-SCIRT era, supporting each other with new career opportunities and sharing new experiences. Due to this, their sense of "we-ness" to SCIRT is still sustained informally through ongoing social interactions at a very personal level. As one participant commented nostalgically,

> *The [SCIRT] shirt is still there in my closet…I always identify myself with the SCIRT programme. And I will still contact some of the SCIRT people. As a leader, you always get to carry the responsibility for keeping the culture kind of things, keep the experience, the team member experience (S41).*

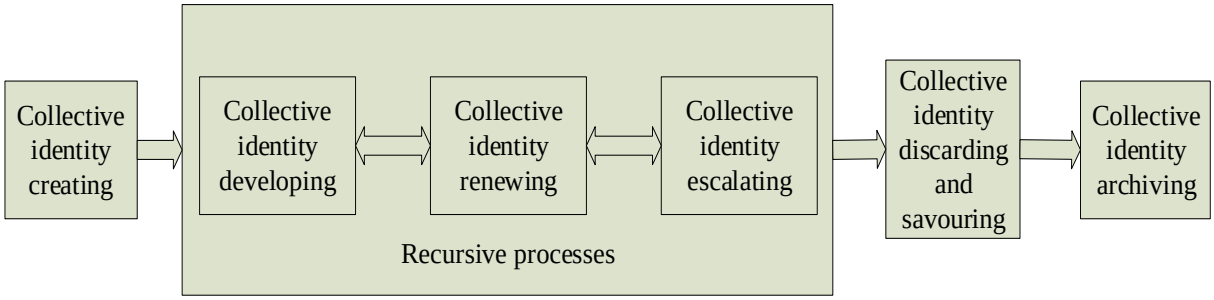
5.7 A conceptual Model of Collective Identity Lifecycle

The five distinct identity work campaigns contribute to a collective identity lifecycle in SCIRT that is captured in the following processual model (Figure 5-12). Grounded in the data, this model articulates six stages of the lifecycle: (1) collective identity forming, (2) collective identity developing, (3) collective identity renewing, (4) collective identity escalating, (5)

[32] htttp://scirtlearninglegacy.org.nz
[33] Following the disestablishment of SCIRT, the University of Canterbury Quake Centre is in charge of the learning legacy project.

collective identity discarding and savouring, and (6) collective identity archiving. It highlights the temporary status of SCIRT and manifests the dynamics process through which collective identity is socially constructed.

Figure 5-12 A Conceptual Model of Collective Identity Lifecycle



When SCIRT was newly established, contributing organisations and individuals initially focused primarily on their own interests. This is consistent with Whetten's (2006) claims that collective identity emerges to allow relationships among performing parties in an IOC to be coordinated. This coordination then allows benefits to be distributed (Beech & Huxham, 2003) and influence its success (Hardy et al., 2005). The creation of a collective identity is a consequence of sensegiving activities led by senior managers. Initial identity claims are formed through a process of discussion, negotiation, and compromise during managerial workshops and team meetings. This stage is in line with the research on collective identity formation by Patvardhan et al. (2015) and was also confirmed through a stakeholder check by participants.[34]

This case study identified an array of sensegiving strategies and tactics that aimed to encourage employees to identify with an emerging collective identity in a temporary IOC. Collective identity is expressed and enacted through purposefully designed branding (Baruch,

[34] The stakeholder check was achieved at the middle stage of this thesis writing when I accomplished the first draft of the thesis. An abstract was produced which mainly focused on the key findings and discussions. This abstract was sent to key participants for comments.

2006; Cappetta & Gioia, 2006; Schultz, et al., 2012), organisational rituals (Albert & Whetten, 2004; Brown, 2017), internal communication initiatives, and team building events. Those activities are considered as identity indoctrination by employees (S11). Employees were encouraged to embrace a collective perception that they were all working together for a common goal. However, a number of employees working for SCIRT did not actively respond to senior managers' attempts to construct a collective identity, because their pre-existing identification with their HO impeded the development of their identification with SCIRT. As such, a set of learning workshops were organised to reframe members' mindsets and values. Managers were coached in leadership skills to guide their team members to develop identification with SCIRT.

When the environment in and around this temporary IOC became challenging and threatened its operation, especially with the loss of core identity architects (Albert & Whitten, 1985), collaborating members started questioning the initial claim of "who they are and what they want to do" (Gioia & Hamilton, 2016). To cope with this identity crisis, the management team attempted to reinvigorate the identity claim from "who they are" to "who they are becoming and will be" and simultaneously focused on activities that reinforced employees' identification with SCIRT. Communication strategies, organisational rituals and artefacts (Pratt & Rafaeli, 2006), and team-building events were organized by HR management. From the senior managers' perspective, these endeavours aimed to promote and revitalize employees' awareness of being part of the IOC and working collectively for its mission. However, changes constantly take place in organisations (Hannan & Freeman, 1984). There appears an equilibrium between collective identity dynamics and stability. Endeavours directed at keeping "what is central, enduring, and distinctive" (Albert & Whetten, 1985) were instantiated through senior managers' sensegiving activities in identity developing, identity renewing, and identity

escalating stages that were interwoven until the IOC arrived at a relatively static status. When salient changes happened to this IOC, these processes recursively occurred.

When this IOC was winding down, rather than being motivated to stay committed, employees actively gravitated towards new professional opportunities. Some employees left to take up new career opportunities, which had a negative impact on this IOC's remaining employees who struggled to stay until the end. Being aware of this challenge, the management team attempted to frame another identity work campaign to refresh employees' sense of "who we are and what we will achieve". However, considerations for the future dominated employees' mindsets. Their sense of being with this IOC inevitably declined. Their identification gradually shifted from this temporary IOC to organisations that would secure their career development. At the same time, the senior management's sensegiving of the IOC's collective identity did not seem to diminish along with this IOC's disestablishment. They aimed to shift employees' collective memories (Assmann & Czaplicka, 1995) from "who we are/will be" to "who we were" through archiving this IOC's achievement.

Compared with other collective identity formation models (e.g., Gioia et al., 2010; Patvardhan et al., 2015), the model presented here outlines a collective identity lifecycle in a temporary IOC which has not been documented elsewhere. This collective identity lifecycle is particularly associated with the temporal status of the IOC which incorporates collective identity construction. Further, this is not a linear model of collective identity work, but a recursive model that is responsive to organisations' internal and external environments. It provides a holistic view of how collective identity is formed, sustained, renewed, discarded, savoured, and archived. It focuses not just on identity formation, but also on other identity construction practices, such as collective identity development, renewal, escalation and archiving. In particular, this model explores the possibility of nostalgic archiving of collective

identity through organisational members' shared memories when an organisation is disestablished and quits operation.

5.8 Chapter Review

This chapter has described the senior management team's deliberate sensegiving of SCIRT identity across its five and a half years' lifetime. The focus has been specifically on the five different identity work campaigns, which revealed how the senior managers' collective identity sensegiving situated in daily operation, and how their attempts to construct collective identity was embodied in artefacts and behavioural regulation.

Stage one was about senior managers' initial efforts to foster SCIRT Identity. The aligning SCIRT campaign was commenced when SCIRT was set up. Through workshops and team meetings, the top managers crafted and disseminated the sense of 'what SCIRT was and what it would do' among contributing organisations. SCIRT identity was created and summarized as a mission statement of "what we are here for". To promote emerging SCIRT identity, senior managers arranged the "aligning with SCIRT" campaign through constructing SCIRT headquarters, designing the SCIRT logo, and utilising branding strategies. These efforts were directed at promoting employees' identification with SCIRT.

Stage two was framed by the management team as "lifting SCIRT". It occurred when employees, who were expected to embrace the emerging collective identity, found themselves in a position of identity ambivalence because of their predisposition to align themselves with their parent organisation. For employees who worked in the headquarters, this ambivalence decreased following the management team's attempts to instil a shared identity by changing the logo, operating workshops, setting up organisational rituals, and organising team building activities.

Stage three, what the management team defined as “breakthrough thinking of SCIRT”, took place when SCIRT was confronted with a budget reduction from its funding organisations. Subsequently, there existed a challenge to achieve the same outcomes with reduced funds. Employees questioned the initial identity claim and were stuck in a state of identity ambiguity (Corley & Gioia, 2004). To respond, the management team conducted a variety of workshops and internal communication initiatives, to reinforce employees’ mindsets and their identification with SCIRT.

Stage four, defined by the MT as "reigniting SCIRT”, was instituted when SCIRT lost its core identity architects from the leadership. The culture and environment that nurtured a strong collective identity were threatened. In response to the weakening sense of collective identity, the restructured management team operated “reigniting momentum” workshops with a purpose of reconnecting employees to SCIRT.

Stage five, “finishing strong”, was embarked on when SCIRT was heading towards the end of its lifespan. The entire team became smaller as employees were leaving. The decreased number of remaining employees, of team building activities, internal communication initiatives, and the reduced use of artefacts in the workplace, resulted in internal stakeholders’ experiencing a diminished sense of “we-ness” to SCIRT. This was also attributed to the fact that SCIRT was created as a temporary IOC. To meet the challenge of sustaining collective identity to the end, the management team developed a sensegiving campaign entitled “*finishing strong”* to motivate remaining employees to strongly identify with SCIRT until its disestablishment. This involved many workshops, and the logo was internally redesigned to align with this purpose.

However, as Chapter 6 will demonstrate, the remaining employees did not respond positively to this “finishing strong” sensegiving from the management team, due to the content of finishing strong frames, and their concern for their futures. Interestingly, it was found that

employees' identification did not cease when SCIRT was disestablished but extended informally through former SCIRT members' social networks.

The five identity work campaigns suggest a processual model of collective identity lifecycle in SCIRT. This model articulated six stages of collective identity construction in its own lifecycle, which was closely associated with the temporal status of SCIRT. Not only does this processual model support the research claim that collective identity is an ongoing process (Melucci, 1995, Gioia & Hamilton, 2016; Gioia & Patvardhan, 2012), but it also provides a nuanced understanding of the dynamics and complexity of the process through which collective identity is primarily constructed by an IOC's senior managers.

In summary, this chapter has contributed to a better understanding of the process of collective identity construction. This process fundamentally consists of sensegiving strategies and tactics by senior managers and emphasises the utilisation of organisational artefacts and spaces, which will be discussed in Chapter Seven. Further, these findings in this chapter contribute to a processual model of collective identity lifecycles. This model promotes a nuanced perspective of the dynamics of collective identity in a temporary IOC. The following chapter explores how employees made sense of senior managers' collective identity sensegiving strategies while balancing the identification with their HO.

6 Time, Space, and Collective Identity

6.1 Introduction

Chapter Five explained identity work campaigns conducted by the SCIRT management team to create, develop, and maintain SCIRT identity over its five and half years' lifespan. However, various groups of employees responded differently to this SCIRT identity sensegiving. This chapter examines how diverse internal stakeholders made sense of senior managers' attempts. Specifically, it interprets how employees in various locations in the organisational structure reconciled their sense of collective identity with their home organisation identity. Depending on individual experiences, a spectrum of collective identities across the managerial levels and teams was identified.

Despite senior managers' efforts to construct a SCIRT identity, members of the five delivery teams (DT) were found to strongly identify with their home organisations (HO). Most DT members did not view themselves as part of SCIRT. For much of the life of SCIRT, there was a strong sense of "us (delivery teams) versus them (SCIRT)". However, the data analysis strongly indicated that delivery team members began accepting that "we were now part of SCIRT" once they moved into SCIRT headquarters. Those employed in the integrated services team (IST) had a different response. A number of them did not always positively respond to the SCIRT identity sensegiving by the senior managers. The degree to which they identified with SCIRT was primarily determined by their relationship with their home organisation (HO). Identification with SCIRT varied according to whether IST members had worked for their HO pre-SCIRT or post-SCIRT. For example, employees might resist MT attempts to construct a SCIRT identity or develop multiple identifications with SCIRT and their HO if they worked for their HO pre-SCIRT. However, those who were not employed by their official HO pre-SCIRT were more likely to identify only with SCIRT.

In contrast to members of these two groups, those in the management team functioned as SCIRT identity architects. Regardless of their previous relationship to their home organisation, they displayed strong and solitary identification with SCIRT. However, as we will see in this chapter, negative cases were found which confirmed that there was no consistent identification within SCIRT at any level. The chapter demonstrates in detail how these different groups of SCIRT employees made sense of senior managers' strategic sensegiving of SCIRT identity.

6.2 DT Members' Locational Identification with SCIRT

Responding to the competitive dimension of SCIRT, the five DTs had their individual project management offices[35] around Christchurch city. Those five offices were physically separated from SCIRT headquarters. In line with the management protocol (SCIRT, 2014a), the five DTs were encouraged to maintain their own identity and expected to act as five independent teams that competed for work.[36] The five DTs were formal components of SCIRT. However, the geospatial separation, organisational structure, and management protocols resulted in the five DTs being much more engaged, on a day to day basis, with their HO rather than with SCIRT. For instance, they followed their home organisation's policies, management protocols, and working procedures, and used their HO branded personal protection equipment and construction equipment.

From a managerial point of view, SCIRT structure and policies were indeed "virtual" for the five DTs. Team leaders of the five DTs reported to managers in their HO instead of their official boss in the SCIRT structure. Their SCIRT manager functioned merely as a coordinator between the five teams, between the IST and the DTs, and between DTs and client

[35] The five delivery teams were either based in their home organisations or located in satellite project offices.
[36] They all worked on horizontal infrastructure repairs that involved digging up roads and putting in new freshwater pipes, wastewater systems, and storm water pipes.

organisations. This SCIRT manager was technically responsible for delivering SCIRT projects but had no authority over the five teams' daily operation. From a practical perspective, SCIRT's values, behaviour guidelines, and policies were set up at the level in the IST (S34). There was little possibility for the values, mindsets and missions to fully diffuse down into the five DTs, in terms of day to day practice. Being geospatially distant from the headquarters, members in the five delivery teams were not invited to attend SCIRT events such as Friday Communication Sessions and Friday drinks. Nor did they get SCIRT shirts to wear, or many opportunities to socialise with members in the MT and IST who worked at headquarters. The analysis of a range of data collected for this study revealed these material and geosocial effects created a disconnection between members in the headquarters and the five DTs.

From the five DTs' perspective, SCIRT was structured, perhaps inadvertently, as an exclusive environment in which DTs were not included. Participants in the five DTs reported that they did not consider themselves members of SCIRT. For most of the operation of SCIRT, there was an invisible wall between the DTs and IST (S26). Many members in the five DTs felt they were detached from the rest of SCIRT. The following two extracts illustrate DT members' sense that they were not really part of SCIRT:

> *It feels like SCIRT was just basically the people who were in that building. It only felt like with designers and the commercial team basically. Maybe that was why the five teams felt isolated from SCIRT… it felt like we were outsiders (S42).*

> *When people do talk about SCIRT, they do mean IST. Rather than saying the IST are doing this, they say SCIRT is doing this. And the delivery teams, I don't think have ever felt truly part of that SCIRT, that whole SCIRT thing. So, it's a really weird kind of thing. For a lot of people in delivery teams, SCIRT means IST (S13).*

In particular, as mentioned in Chapter Five, members of the five delivery teams were not keen to attend the SCIRT ritual: *Friday Comms*, when they were physically away from the headquarters. Participating in the collective identity maintenance activities was considered a threat to their own identity, which was strongly aligned with their HO. Aas one DT leader

commented:

> *I am not making them go [Friday Comms] because I don't believe they need it. If I made them go, they would hold that against me rather than think it was good… It doesn't do anything for me. I am not going to make people go to something I wouldn't get any value at all (S28).*

In many DT members' opinion, the physical construction of the headquarters became a metaphor for SCIRT as an organisation, which was independent and separate from the five DTs. The limited social interaction with members in the headquarters meant that the members of the five DTs did not participate in collective identity construction activities. As a result, they identified with their own HO instead of with SCIRT. What is more, the five teams did not have much social interaction with each other. Their geosocial circumstances and reporting structures, therefore, encouraged them to be loyal to their HO, especially given that they had to compete with the other teams for work allocation. Members of each DT made every effort to earn profits for their HO, and make their HO sufficiently competitive when being evaluated for delivery performance scores. The higher these scores, the more profits their HO would achieve. Regardless of which DT office (i.e., City Care, Fletchers, Downer, Fulton Hogan or McConnell), members of the DTs did not consider themselves as members of SCIRT, especially prior to the DTs moving to the headquarters. The geospatial separation played a large role in DT members' minimal identification with SCIRT. The two excerpts below from the interviews with two DT members are typical of comments from this group:

> *IST is SCIRT, delivery teams are also SCIRT. But it was not really presented like that to start with. It's definitely because we were based out of The Terrace. We didn't feel like part of SCIRT. I think, maybe it was the distance, the physical distance (S42).*

> *With the people in this building here, I feel the separation. the fact that we are not in the same building was a big factor (S35).*

Progressing the programmes, some members in the DTs were selected to work in either the IST or MT in the headquarters. In particular, when SCIRT was winding down, it became

financially strategic[37] for some delivery teams to move into the headquarters. DT members who transferred from one of the five DTs to the headquarters were often assimilated into the SCIRT environment where employees were encouraged to interact with each other and take part in SCIRT identity developing and maintaining activities such as workshops and other team-building events. The headquarters provided not only a physical space for diverse SCIRT contributors to work collectively, but also an interactional space for them to socialise, get to know people, and develop collegial relationships. As a result of moving into SCIRT headquarters, those DT members developed a better understanding of the big picture of what they would achieve and how they could collaborate to contribute to SCIRT's objectives.

Moving into the headquarters helped this small group of DT members become involved in the senior managers' sensegiving of collective identity as discussed in Chapter Five. Gradually, their sense of "who they are" changed significantly once they started moving between the headquarters and individual project offices. They started identifying with SCIRT and recognising themselves as members of SCIRT. Two participants who initially were from one of the five DTs experienced the transformation and captured this process very well:

> *Whilst I was in Sydenham, everything was kind of e-mail and I didn't know faces. When I came in here [SCIRT headquarters], I saw these people and I didn't know who they were. Some of them were people who I'd spoken to on the phone without knowing. So you didn't feel as close a relationship with the designers until we moved in. Now you have more interaction and face to face communication, you feel like everywhere you look is SCIRT. So, you feel more a SCIRT person (S36).*

> *It wasn't until I came in here [SCIRT headquarters] and being part of the TOC team. I started to feel a part of SCIRT (S42).*

[37] Most of the five delivery teams rented a place as their management office for SCIRT project. Every team had less people when SCIRT was closing down. SCIRT also experienced people leaving at the same time, leaving many empty spaces in head office. So, some delivery teams were relocated to the head office for financial considerations.

6.3 IST Members' Temporal Identification with SCIRT

The data analysis identified further complexity with respect to SCIRT collective identity. In contrast to the DT members, IST members displayed a wide spectrum of reactions when experiencing attempts at SCIRT collective identity construction by the senior management. The degree to which they perceived the concept of "we are all SCIRT" depended on their relationships with their HO. Their identification with SCIRT evolved dynamically when these relationships varied from pre-SCIRT to post-SCIRT. The research findings suggest that there were three notable periods in this evolution of employees' sensemaking of collective identity.

To be specific, participants indicated that their past relationships with their HO influenced their initial perception of emerging SCIRT identity. Their identification was aligned with their HO if they had worked in HO before joining SCIRT. Once they settled down in SCIRT and experienced the rapid development in SCIRT, both their ongoing engagement in SCIRT and involvement with their HO determined whether they developed multiple identifications with SCIRT and their HO or only solitary identification with SCIRT. When SCIRT was coming to the end, as described in Chapter Five, the management team framed a *finishing strong* campaign with an attempt to harness declining collective identity. Many employees did not actively embrace this sensegiving from the management, due to concerns about their career development post-SCIRT. Rather, they paid much attention to developing relations with organisations that would support their future careers. These three distinctive periods are articulated as the following: (1) retrospective relationship and emerging SCIRT identity, (2) ongoing relationships and mature SCIRT identity, and (3) prospective relationships and diminishing SCIRT identity.

6.3.1 Past relationship with HO and emerging SCIRT identity

Under the initial alliance agreement (SCIRT, 2011b), SCIRT did not hire staff (SCIRT, 2011a). All employees were temporarily assigned to SCIRT by one of its contributing organisations. Employees included those who had worked for their HO for years before joining SCIRT and those who were recruited with a fixed-term employment contract specific to SCIRT projects. Those who had a stable employment relationship with their HO prior to their SCIRT secondment were familiar with the culture, management protocols, and working procedures in their HO, and aligned to their HO's values. They had already formulated relationships at the individual, group, and organisational levels in their HO. In contrast to their HO, SCIRT provided a brand-new working environment. When they initially took positions in the IST, they were confronted with uncertainty, challenges, and new colleagues who they may have never met, or never worked with before. Their past experiences in their HO served as an obstacle when they were encouraged to identify with SCIRT, as one participant in the IST explained:

> *I have been at my home company a lot longer than I am with SCIRT. So, I am a member of my home company and work for them, but seconded to SCIRT (S7).*

For this group of employees, fostering a collective sense of SCIRT identity was tough. Senior managers reported[38] that it was quite laborious at the beginning of SCIRT to get those seconded employees to shift their identification from their HO to SCIRT. This challenge motivated the senior managers to develop a series of "aligning SCIRT" workshops and team building activities. Through participation in these workshops, socialising events and Friday Comms, the management team hoped that members of the IST would start to understand the common goal of SCIRT and build an interactional history of working collectively for the SCIRT recovery mission. New collegial relationships between employees were developed.

[38] As explained in Chapter Four, I conducted informal conversations with some SCIRT members including some senior managers. These conversations were not audio-recorded, however, I obtained consent to take notes during these conversations. This data was used to frame narratives of the findings.

What is more, working together on SCIRT goals every day facilitated a sense of unity, as one interviewee from this group acknowledged:

> *It was a bit strange [at the beginning]. I didn't know anybody and there were all these consultants. Hundreds of people in here and there… but you get to know them later on in your daily work. SCIRT has been pretty good on sort of social activities and things (S6).*

By contrast, for employees who were recruited by their HO and directly seconded to SCIRT without spending a single day with the HO, the HO was their employer in name only. This group of employees was hired only for the SCIRT programme. They did not know anybody in their nominal HO. Nor did they have any interaction with or allegiance to that HO. They had no ties within the HO that formally employed them. The only bond between these employees and their HO was an employment contract which enabled them to get paid for working on SCIRT projects. They had this official connection to their HO because SCIRT did not have "the legal capacity to directly employ staff" (SCIRT, 2011a, p. 5). When they were hired to work in SCIRT, they had to pick one of SCIRT's participating organisations as their HO, often without any specific background information about those contributing organisations. Many employees just made a random choice or were assigned an HO. This meant that they felt no sense of belonging to their HO, due to the lack of sufficient prior social and work experience in the HO, as some participants described:

> *I wasn't a part of [HO]. I wasn't employed by [HO]. A lot of people here came from their HO to IST. I actually got the job and picked the company. I picked this [HO] because everyone has to pick one from the five… I don't really have anything to do with [HO]. Very little. I don't think I am an [HO] employee (S2).*

> *I had no involvement with [HO] at all. I had no contact from them at all because I didn't work for them before coming to SCIRT. I have never considered myself an employee of [HO] (S39).*

For this group of employees, SCIRT was the real employer. The lack of interaction with their HO provided an opportunity for them to interact with their SCIRT colleagues and view

themselves part of SCIRT. The following extract represents a predominant attitude among this group of employees:

> *I still never felt part of [HO]. I don't know them personally. I haven't built a relationship with anybody…while you are bonded with these people here [in SCIRT] because you sit with them every day and you build up a personal relationship with them. You have a meeting with them, you have shared experiences with them. All that helps to bond you as a team (S16).*

6.3.2 Ongoing relationships with HO and mature SCIRT identity

After being settled in the headquarters, employees developed work and personal relationships with each other. To sustain this increasing interdependence, a variety of social activities, as described in Chapter Five, were organised by the management team across professional teams in IST. For instance, monthly Friday night drinks, and frequent social events like outdoor sports and community charity activities, provided more opportunities for employees to interact with each other and embrace SCIRT culture, values, and behaviour guidelines. At *Friday Comms*, employees working at the headquarters were required to gather in the big resident room where they shared information, interacted with newcomers, and said farewell to leavers. However, as explained in Chapter Five, not all employees immediately saw the value of attending this organisational ritual and its associated reinforcement of SCIRT identity. The negative cases reported later in this chapter also confirm that senior managers' SCIRT identity sensegiving did not always generate a positive response by employees at all levels. However, many employees basically enjoyed *Friday Comms* and considered it one of the most effective ways of maintaining their identification with SCIRT. As one participant from the IST stated:

> *I found it exciting and I really liked the fact that they had a purpose and they had the framework in place, so they had already thought about some values and mindsets and behaviours. I think that was very key for us all to work and align too (S27).*

The management team was passionate about promoting collective identity through the "lifting SCIRT" forum, celebrating breakthrough challenges, and reigniting SCIRT workshops.

They made every effort to encourage employees' identification with SCIRT. However, employees reflected on this SCIRT identity sensegiving differently. Whether or not they would develop solely SCIRT identification was closely associated with their evolving connection with the HO that had hired them. Some employees were "forgotten" by their HO after their being seconded to SCIRT projects. Their HO did not interact with them. They were not invited to their HO events very often, nor did they engage with its business. Working on SCIRT projects full time, they were physically distant from their HO and rarely saw their HO colleagues. They were effectively excluded by their HO, which naturally pushed them to gravitate to SCIRT. As a result, their HO gradually became irrelevant. They started to represent and defend SCIRT, in both working and social situations. Over the development of SCIRT, they identified strongly with SCIRT where they worked on a daily basis. The less their social interactions with their HO, the less identification those seconded employees had with it. Finally, they tended to identify firmly with SCIRT regardless of their relationship with the HO before their secondment. This experience was precisely described by one participant who experienced this transition:

> *In the beginning, I was just attending the meetings [in HO], just to maintain that connection with the home organisation. Those meetings became less and less regular. At first, I was disappointed with that. But as time went on I became less disappointed because I felt like I wasn't employed by [HO]. I felt like SCIRT is my organisation. This is where I am working… I dealt with the people here. I didn't really see the point in maintaining that contact until it is time to go back [to HO] (S11).*

In the meantime, some contributing organisations worked hard to take seconded staff into consideration by inviting them to team-building events or including them in some business. As a result, those employees took part in the meetings, team bonding activities, and holiday parties in their HO, attending SCIRT social activities as well. Their HO managers came to the headquarters and interacted with them regularly. In doing so, a close connection was formed

between these employees and their HO. This category of employees reported developing dual identification with their HO and SCIRT. The following excerpt illustrates this phenomenon:

> *I do still have quite good links into [HO]. But I have spent pretty much my career here in SCIRT. So, I do have a sense of being a member of SCIRT. But I also have quite strong links with [HO]. So, I put it*[39] *as both (S25).*

In particular, employees who knew they would go back to their HO after their SCIRT secondment, purposefully maintained stable relationships with the HO while they were still working in SCIRT. This included employees who worked in SCIRT on a fixed-term contract but knew they had jobs in their HO when SCIRT was disestablished. It was important for them to be informed about what was going on within their HO, and to know the staff in the HO with whom they would work in future. They needed to be able to adapt to their HO working environment very quickly on returning there once they finished their SCIRT work. One participant from this group explained his motivation in this way:

> *I've tried very hard to make sure that I stay in contact with my home organisation for reasons that I am here [in SCIRT] for a six-month period, at the end of the six months I [will] go back to [HO] and I still need to know what is going on within [HO] (S30).*

Employees who were already permanent employees in their HO also realised that SCIRT would disband one day and their HO would support them in future because they were permanent employees before the establishment of SCIRT. Even though they had already developed good relationships with HO, staying in contact with the HO would contribute positively to their career path after SCIRT. The interview data support this finding. The following quote articulates these forms of sensemaking by this category of employees:

> *Let's face it, SCIRT is not going to last forever…I tend to keep in touch with [HO] rather frequently. And we have meetings every month, staff meetings, morning teas, and occasional other morning teas if people are leaving or whatever. They have drinks after work so often. So, I tend to go back to those, just to keep in touch with people in case they forget who I am (S7).*

[39] Participants were invited to finish a questionnaire (Appendix 7) at the beginning of their interview. One question asked about their sense of belonging to either SCIRT or their HO.

6.3.3 Prospective relationship with HO and diminishing SCIRT identity

To meet local communities' need to get Christchurch back to a new normal, SCIRT was set up as a temporary IOC after the devastating 2011 Canterbury earthquakes in Christchurch, New Zealand. SCIRT was responsible for repairing the horizontal infrastructure in Christchurch within five years[40] . On approaching the end of its lifespan, SCIRT was confronted with meeting the deadline to achieve its recovery mission while many staff had already left for new positions. As described in Chapter Five, there was a lot of uncertainty when SCIRT was heading towards the end of its existence. The fact that SCIRT would not last forever resulted in concerns with respect to employees' employment opportunities in the post-SCIRT era.

Confronted with staff leaving and the pressure to accomplish remaining projects in time, SCIRT senior managers endeavoured to formulate a "*finishing strong*" campaign at the closing stage of SCIRT. *Finishing strong* was framed as a force and motivator to reshape remaining employees' sense of "we-ness" and commitment to SCIRT even though it was counter to employees' personal interests. The management team attempted to persuade remaining employees to delay attention to their career development needs and work with SCIRT until all planned projects were completed.

Employees did not respond positively to the "*finishing strong*" sensegiving engineered by the senior managers, especially when they saw some senior managers leaving for new jobs. Remaining employees did not get a clear message of what they would do to "*finish strong*", at both the SCIRT level and personal level. During the interviews and informal conversations with employees, many said that they had never really responded positively to *finishing strong* or truly believed it. The following reflection represented the comments of many remaining employees:

> *Finishing strong is kind of irrelevant for me. I never quite grappled with that one to understand it. As such, it doesn't have real meaning to me. It was a bit of an abstract*

[40] Eventually, SCIRT operated for five and half years.

thing. Finishing strong? What does that mean? Does it mean that I run faster? I'm never, yeah, weird… [It is] more of a management thing. Put it in this way, I never lost any sleep over it (S20).

If you focus on finishing strong and then you finish strong. And then you are left with nothing because you have put all your focus on this project and then when the project finishes you have nothing, so people are being realistic. It would be a shame if you put all your effort into SCIRT and then you just dabble it away. So, it's a slogan. (S18).

Some people [are]confused about it [finishing strong], didn't quite understand why we were being pushed to finish strong and stay until the end when the people who are pushing us to do that got new jobs then left (S29).

All the efforts of getting remaining emoloyees buy-in to *finishing strong* were in tension with the reality that SCIRT did not finish strong, as initially expected, in September 2016. From the first articulation of *finishing strong* in June 2015, SCIRT continued for one and a half years until March 2017 when SCIRT still needed to work on some remaining projects. This long process tired employees' minds and challenged their values. Counter to the senior managers' expectations, remaining employees did not embrace the "finishing strong" programme. Many employees treated it as an unrealistic goal and questioned its credibility. Some team leaders did not believe the *finishing strong* incentive advocated by the senior managers:

It [finishing strong] didn't motivate us because, I guess, we are going on out there doing our work. It was more in here trying to close things out, close things down. I guess, we just didn't feel like it was actually going to happen. It was a good idea trying to motivate people and trying to finish strong. I don't think the result happened. I don't think we got anywhere with finishing strong (S40).

Facing the disestablishment of SCIRT, the priority in the remaining employees' minds was finding a new job. Their focus was on organisations that would secure their career development in the future. As a result, employees continuously left SCIRT, either for new job opportunities or to return to their HO. This became a very noticeable phenomenon during the field observations in the headquarters in the last nine months before it was disestablished. This had negative impacts on the effectiveness of "finishing strong". In addition, the uncertainty of when SCIRT would exactly cease operation contributed to this outcome. Consequently, the

remaining employees did not prioritise SCIRT. They would rather leave to pursue new opportunities, as one participant in the IST explained:

> *SCIRT hasn't given half of the people an end date. Why would people hold off finding a new job without knowing what they are going to do in the future? There is no way that if you are going to take care of yourself, you need to start looking at other options (S18).*

In this circumstance, remaining employees' sense of "we-ness" to SCIRT was subordinate to the awareness of the need to secure their future and shift to organisations that would support their career development. SCIRT also contributed to this by encouraging its remaining employees to have more contact with their HO. How employees connected to SCIRT was coupled with their expectations of the future, which in turn influenced how they enacted their identification with SCIRT and their HO while they were still working for SCIRT. They were often keen to work for their HO if they had an ongoing relationship and positive connections with the HO. The frequency of their contact with the HO increased as SCIRT was winding down. They started working part-time in their HO. This was possible because SCIRT had fewer projects to deliver. Taking part-time work in the HO would assist their transition from SCIRT to the HO in the near future. Participants reported they gradually identified more with their HO than SCIRT. When SCIRT achieved its infrastructure repair mission and ceased operation, their identification switched from SCIRT to their HO. The following excerpt highlights this shift in identification:

> *Actually, something differs from before is that now I do like to introduce myself as a member of my home company. It is just simply because I had quite a few communications with my home organisation and now I have a better understanding. I am proud of myself as a member of SCIRT, and I will be proud of myself as a member of [home organisation] in the future (S21).*

However, if the remaining employees did not have a positive relationship with their HO, nor foresee the possibility to work for their HO after their SCIRT secondment, they were likely to look for new jobs and reshape their collegial relationships to keep their identification

with SCIRT until its disestablishment. One participant described the disappointment of not being able to go back to her HO and her appreciation of having support from SCIRT colleagues:

> *For me to work for [HO] in the future, they would have to come up with[something] very pretty, pretty good. But at the moment, I cannot see working for them. They haven't impressed me where they treat their staff… The relationship between each other [in SCIRT] is getting closer because we are getting less and less. We are losing so many good people. So we are relying on each other more and more for camaraderie. I suppose this word, camaraderie, collegial support (S17).*

The field observations and informal conversations with remaining staff also indicated that this group of employees sustained a commitment to SCIRT. Being unable to go back to their official HO significantly boosted their allegiance to and identification with SCIRT.

6.4 Senior Managers' Solitary Identification with SCIRT

The senior managers effectively and actively functioned as SCIRT identity architects. As described in Chapter Five, they attempted to construct SCIRT identity through different identity work campaigns when the SCIRT internal and external environment changed. Across the entire lifespan of SCIRT, they developed robust and sole identification with SCIRT, regardless of their pre- or post-SCIRT relationship with their official home organisation. They were accountable for promoting and sustaining employees' sense of "we-ness" to SCIRT and guiding them to positively enact SCIRT identity in day-to-day practice.

On the one hand, they forged and developed SCIRT identity through the utilisation of teambuilding activities, learning workshops, internal communication incentives, rituals, artefacts and space. On the other hand, they actively made sense of SCIRT identity by setting themselves up as examples of SCIRT-identified employees. Therefore, they could encourage and persuade their subordinates to embrace and practise the collective identity. To this end, their HO became irrelevant and not pertinent. Their primary focus was always on SCIRT and did not change for the duration of their employment. As one senior manager stated:

I don't care who my parent company is. You just need to be able to make that step change and take on the identity of the organisation you are trying to create as your number one commitment (S34).

6.5 Identity Transition across Geospatial Distance

Some employees transferred between the delivery teams' offices and the headquarters. When they worked in the headquarters, they were SCIRT-centric. They were dealing with SCIRT business, taking part in different SCIRT events, and interacting with SCIRT members across the five delivery teams. In the headquarters, employees were encouraged to collaborate with others, acted as one big team and focused on providing professional and technical services for all delivery teams. As explained early in this chapter, employees who worked at headquarters were largely aligned more with SCIRT than their HO.

In contrast. employees in delivery teams were more likely to affiliate with their HO when they were located outside the headquarters. Each delivery team worked independently of the other four teams and primarily concentrated on competing with the others to generate the best profits for their HO. They were HO-centric and aligned with HO. The working procedures, environment, and social involvement facilitated their identification with their HO. If employees transited from one of the five delivery teams to the headquarters, their sense of collective identity switched from their HO to SCIRT, and vice versa. Two participants who experienced this transition explained how their identification shifted between SCIRT and their HO:

I have a strong feeling of being part of SCIRT when being in the IST. Whereas, when being in the delivery teams, you feel separate from SCIRT… You tend to be distracted a little bit by the other things that are going on in HO… you had a very strong sense of we are [HO] and we want to be the best (S19).

I don't have a lot of contact with my parent organisation while I am seconded here [in SCIRT headquarters]. So naturally, I probably identify more with SCIRT entity…I need to introduce myself as a SCIRT manager. But before, I would say the [HO]. It depends on where I am (S37).

The fact that employees' identification shifted with the places where they worked reveals that geospatial environment has the potential to influence, both positively and negatively, how employees enact the sense of desired collective identity. Employees' sensemaking of collective identity is explicitly associated with the geosocial environment (Mills, 2009) where collective identity is located. This will be discussed in Chapter Seven.

6.6 Negative Cases Report

As explained above, it was apparent that participants' positions in the managerial structure and working environments had significant impacts on the extent to which they perceived and enacted SCIRT identity. Employees tended to identify with their HO if they worked in one of the five delivery teams. Employees who worked in the headquarters tended to move between sole identification with SCIRT and dual identification with SCIRT and their HO, depending on past, present, and future relationships with their HO. Further, employees' identification shifted between their HO and SCIRT if they overcame the geosocial distance between SCIRT headquarters and the five DT offices. However, there appear to be three negative cases among the 42 interviews that suggest that some participants' identification trajectory did not follow this pattern.

In case one, the participant (S12) worked for one of the functional teams in the IST. S12 held a senior position in his HO and had served his HO for many years before being seconded to SCIRT. After joining SCIRT, S12 felt that staying in SCIRT did not benefit his HO. What is more, he had negative comments regarding the Friday Communication Session that was highly valued by both the senior managers and many employees who worked in the IST. In addition, S12 did not participate in socialising activities in the headquarters. He tried to attend them as little as possible. He did not acknowledge his identification with SCIRT, even though he recognized the importance of SCIRT's goal to ensure collaboration among diverse

contributors. He did not appreciate the methods through which SCIRT identity was communicated. However, he identified with his own working group within SCIRT, which was evident from the way he used language. A lot of impersonal "they" was adopted when referring to SCIRT as a temporary IOC. By contrast, he made plenty of "we" statements when talking about his own SCIRT team. For him, the HO supported him in the past and present and, most importantly, would enable him to pursue good career development in the future, while, SCIRT did not. His identification with his HO remained strong during his time in SCIRT, as he explained:

> *I would identify myself as a [HO] person, but I was working at SCIRT… It's because [HO] is still paying my salary. [HO] is where I'm going to be working tomorrow. [HO] is the reason I am here. [HO] has got all the important connection with my future (S12).*

In negative case two, the participant (S22) had also worked for his HO for quite a long time before his SCIRT secondment and would return there after accomplishing his work in SCIRT. He initially worked with one of the five delivery teams, then was assigned to one of the functional teams in the IST, remaining in that team until he left SCIRT. He always kept a very stable and close relationship with his HO while he worked in SCIRT. He was clear about his temporary secondment to SCIRT and his return to the HO in the future. For his duration in SCIRT, S22 maintained sole identification with his HO, regardless of his transition from the DTs to the IST, as he described:

> *I identify myself [as] the staff of [HO]. Very much! I am still an [HO] employee but I just work for the SCIRT project…I've got friends at [HO] so I still socialise with them as well. I have kept in touch all the way through and they have always known I was going back. I've always known I would be going back there (S22).*

In negative case three, the participant (S30) did not work for HO before joining SCIRT. Yet, he did not develop sole identification with SCIRT. This is because he knew his secondment to SCIRT was temporary and expected further career development in the HO. This future expectation contributed to his avoidance of team building activities in SCIRT. He did

not like most of the social events organised by SCIRT and tried hard to build regular contact with his official HO. Like the participant in negative case one, S30 also had a negative reaction to the SCIRT ritual, *Friday Comms*. From this participant's perspective, "it [*Friday Comms*] was one of the worst things about working in SCIRT". As a result, he refused to attend it and considered it "an insult to working at SCIRT" (S30). He strongly identified with his HO from the beginning. However, he still enjoyed joining his own team-building events and valued his working team within the IST very much. Thus, he identified with his own team within the IST, rather than SCIRT as an encompassing IOC.

Across the three negative cases, all three participants showed appreciation of the importance of a SCIRT identity in bringing a variety of participants together to work collectively for the same goal. However, they did not themselves embrace the identification with SCIRT as a temporary IOC. For them, SCIRT obviously would not last forever. What was more important to them was the commitment to their HO because the HO would secure their future career. This expectation for the future meant that they did not embrace SCIRT identity maintenance activities and they resisted attempts to get them to identify with SCIRT. Moreover, there exists the discrepancy between employees' sense of SCIRT identity at the SCIRT level, and at the team level. All three participants did not identify with SCIRT as a temporary IOC, but they closely identified with their technical working groups within SCIRT. At the personal level, they identified with their HO for their duration in SCIRT. This leads to the consideration of whether identity change at one level necessarily influences collective identity at other levels. Some scholars have made an argument that the enactment of collective identity at one level would have an impact on collective identity at other levels (Ashforth et al., 2010). Collective identity at a lower level is supposed to support its variation at a higher level. However, the three cases reported here suggest that collective identity at different levels in a temporary IOC is not isomorphic, despite senior managers' attempts to facilitate and encourage

the internal coherence of, and collective response to, collective identity across all levels in this IOC.

6.7 A Social Interactive Model of Collective Identity

Together with the three negative cases, the findings presented in this chapter indicate that:

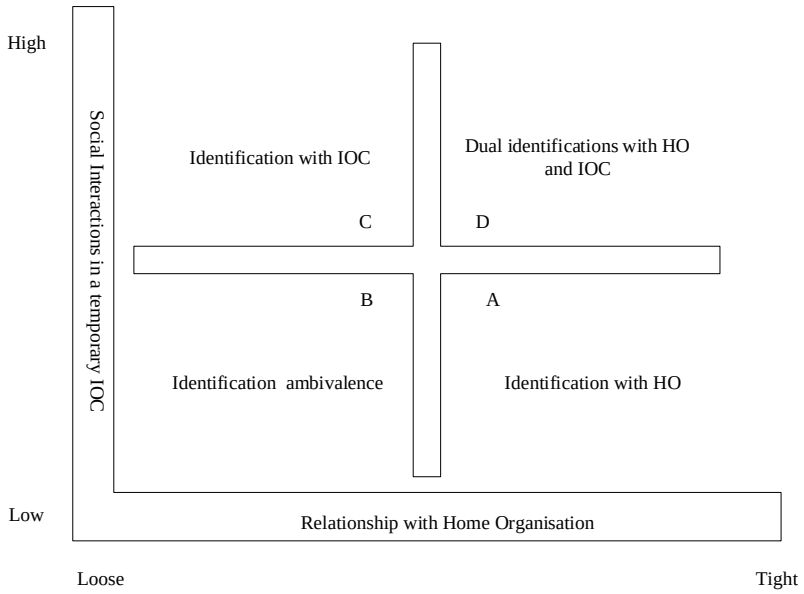
(1) There was no collective sensemaking of collective identity at all levels in this temporary IOC,

(2) Employees adopted a temporal interpretation of collective identity,

(3) Employees developed dual or multiple identifications and switched their identification between organisations, depending on social engagement at each level.

Accordingly, a conceptual model (see Figure 6-1) was developed that illustrates how employees' identification with SCIRT varied, when the relationships with their HO and social interactions in SCIRT changed.

Figure 6-1 A Social Interactionist Model of Collective Identity



Relationships with HOs can be positioned on a continuum stretching from being fragile to being strong. For example, the relationship is considered to be strong when seconded members keep close contact with their home organisations. In contrast, it is fragile when their

relationship is maintained only by an employment agreement and the members never worked in their "home organisation" before the secondment. Social interactions within a temporary IOC can be defined on a continuum stretching from being tight to being loose. Tight communication occurs when stakeholders have considerable contact with each other, at both the interpersonal level and the collaborative level, during organised events and activities in this IOC. On the contrary, loose communication is irregular, impersonal, and not highly engaged. The two kinds of social practices are closely associated with the development of this temporary IOC and drive internal stakeholders' identification with this IOC and their home company. The letters A, B, C, and D signify the four quadrants formed by these two continua. Each quadrant represents stakeholders' identification at a different period in the lifespan of this temporary IOC (i.e. SCIRT in this case).

A number of employees did not have significant relationships as employees with their HO while they were employed temporarily for the SCIRT programme. They had little to do with their HO when they worked in SCIRT full time. Their relationship with their official HO was described as nominal, while SCIRT was experienced as their real employer. This group of employees' identification trajectory starts at B and develops at C. They initially actively enacted their sense "we-ness" to SCIRT through wearing SCIRT uniforms, using SCIRT business cards and e-mail accounts, and attending SCIRT team building events. In doing so, they developed the identification with SCIRT. Employees who had developed relationships with their HO before joining SCIRT initially had a negative attitude towards efforts to encourage them to adopt a SCIRT identity, because of their pre-existing identification with their HO. Their identification trajectory starts at A. However, when located away from their HO, they could not participate in their HO's identity development and maintenance activities, which, in turn, led them to gravitate to their colleagues in SCIRT and promoted their identification with SCIRT.

After being settled in SCIRT for a while, the extent to which employees' have an ongoing relationship with their HO plays a vital role in how they identify with SCIRT. If their HO kept them involved in regular activities, meetings, etc. while their social involvement in SCIRT continued, they developed dual identification with SCIRT and their HO. In this circumstance, employees' identification trajectory goes from A to D, or C to D. Otherwise, they enhanced their identification with SCIRT and their identity trajectory stays in C.

When SCIRT was winding down, all employees were conscious about their future. Some employees, if they had developed a good relationship with their HO following seconded to SCIRT, contacted their HO more frequently than before for the purpose of securing a position there post-SCIRT. If successful, they gradually shifted their dual identification to a sole identification with their HO when SCIRT was disestablished. For this group of employees, their identity trajectory ends up in A. When HOs failed to include these employees in their daily operation, the seconded staff were unable to see the point of working with their nominal HO in the future. As a result, these employees tended to identify with SCIRT while looking for new job opportunities. They became identified with new employers or refreshed their personal identity when SCIRT was disbanded. For this group of employees, their identity trajectory ends up in C.

In summary, this model shows how changes in employees' social engagement in a temporary IOC occur, and with their HO influence, their sense of organisational collective identity. It supports earlier research claiming that collective identity is primarily a social construct. Furthermore, it articulates the temporal aspect of collective identity. That is to say, actors' expectation of the future influence how they understand and enact ongoing identity work in a temporary IOC. These aspects will be discussed in the next chapter.

6.8 Chapter Review

Chapter Five presented the findings on how senior managers attempted to constitute SCIRT identity through the utilisation of team building activities, working space, SCIRT artefacts and rituals. This chapter focused on explaining how different groups of SCIRT employees responded to senior managers' sensegiving relating to SCIRT identity when they were working in different locations and positions in SCIRT. It showed that employees' identification with SCIRT was primarily associated with their location within SCIRT's managerial structure, and strongly affected by employment relationships with their HO both pre- and post-SCIRT, levels of social engagement, and the geosocial environments in which they worked. A conceptual model was produced from the analysis. It articulates the complexity of employee responses to senior managers' attempts to construct this temporary IOC's collective identity and how employees' past, present, and future relationship with their HO were entangled in their sensemaking regarding their identification with this IOC. What is more, this chapter has provided a mechanism explaining how multiple collective identities can emerge in a temporary collaboration like SCIRT. The insights derived from the research findings will be synthesised and discussed in Chapter Seven in terms of the answers they provide for the research questions.

7 Discussion

7.1 Introduction

The two preceding chapters have presented the findings derived from the data analysis. This chapter discusses how these findings answer the two research questions (RQs), explores the key factors found to affect senior managers' sensegiving and employees' sensemaking of collective identity and articulates the relationship between sensegiving and sensemaking. The chapter starts by reviewing the findings relating to the two RQs. It then presents a processual model that was generated by conceptualising these findings. The senior managers' five identity work campaigns that spanned the entire lifetime of SCIRT are used as the basic framework for this model. This model provides a basis for concluding that:

(1) Collective identity construction is inextricably associated with the lifecycle of a temporary IOC.

(2) Collective identity is constituted in a recursive process linking senior managers' strategic sensegiving and employees' sensemaking of managers' sensegiving attempts. This involves the utilisation of organisational artefacts, space, and levels of social engagement.

(3) Multiple collective identities can co-exist in the context of a temporary coopetitive organisation that is formed in a post-disaster recovery environment. Its internal stakeholders adjust their identification with this temporary coopetition through organisational artefacts and space, office layouts, and their participation in social engagement within this coopetition.

Following this analysis, a collective identity spectrum is presented, summarising how internal stakeholders manage collective identity in a temporary IOC when they are still members of their HO.

The processual model (Figure 7.1) presented in this chapter highlights the importance of temporality in collective identity research, especially in temporary coopetitive organisations that have neither past nor future. To close, this chapter discusses the contribution of sociomateriality, geosocial environment, and organisational rituals in identity work.

7.2 Reviewing the Research Questions

Chapter Two identified two RQs for this interpretive study: (1) How has a collective identity been constructed across the lifespan of a temporary post-disaster IOC? (2) How have members of this temporary IOC made sense of this collective identity when they are still employees of their home organisation, especially when this IOC is winding down?

Drawing on the data from semi-structured interviews, general questionnaires, field observations and informal conversations, as explained in detail in Chapter Four, three levels of coding procedures were undertaken to analyse and interpret participants' accounts of their understanding and enactment of collective identity. The analysis demonstrated how the senior managers attempted to foster, develop, and maintain collective identity, and how employees perceived and experienced this collective identity work across the entire lifetime of this IOC, reconciling their SCIRT identity with a sense of "we-ness" towards their home organisational. The findings presented in Chapter Five and Six indicate that the senior managers' sensegiving and employees' sensemaking relating to collective identity were coupled with the development of SCIRT over its lifetime and the geosocial locations across which SCIRT was distributed. These findings are represented in a processual model (Figure 7.1) that captures the dynamic process of encouraging, forming, developing, and maintaining collective identity and the complexity of responses to management efforts from diversely located employees.

7.3 A Processual Model of SCIRT Collective Identity

Existing research suggests that organisational structure and hierarchy influence collective identity (Patvardhan et al., 2015), and organisational leaders' sensegiving actions and employees' sensemaking are interrelated, mutually constituting each other in the process of identity construction (Ravasi & Schultz, 2006; Gioia & Hamilton, 2016). Consistent with the literature, this study illustrates how senior managers' sensegiving and employees' sensemaking mutually constitute SCIRT collective identity through social engagement in a series of identity work campaigns. These interrelated aspects are captured in a processual model in Figure 7-1. This model consists of two axes, X and Y. The X-axis represents the lifespan of SCIRT as a temporary IOC. The Y-axis represents the geosocial locations of different groups of members in the managerial structure of SCIRT. It highlights the complexity and temporality of collective identity in a temporary IOC and represents the dynamics of social engagement in which collective identity is rooted.

X-axis includes the five significant identity work campaigns discussed in Chapter Five: *"aligning with SCIRT", "lifting SCIRT", "breakthrough thinking of SCIRT", "reigniting SCIRT", and "finishing SCIRT strong".* Under the frame of each stage, the model shows the predominant internal challenges and/or external threats (in oval shapes) that prompted senior managers to engage in each identity work campaign. The large yellow squares show the senior managers' strategic SCIRT collective identity sensegiving actions associated with each campaign, which were presented in Chapter Five. The yellow circles capture senior management's deliberate attempts to foster a SCIRT identity work in SCIRT's five-and-a-half-year lifetime. Here, each campaign is abstracted as one of the stages in a conceptual model of a collective identity lifecycle that is closely associated with the temporary status of SCIRT (this model was also discussed in depth in Chapter Five).

The purple squares depict how employees responded to senior managers' strategic sensegiving depended on the depth of social engagement with SCIRT. This was primarily shaped by the interrelated past, present and future relationships with their home organisations in which they were officially employed. What is more, their social engagement varied according to employees' position in the managerial hierarchy of SCIRT and the geospatial locations where they worked (i.e., the headquarters and five different offices for the five delivery teams that were shown in the Y-axis).

The Y-axis shows the geospatial separation existing among different teams in the managerial structure. The management team and integrated services team were located in the headquarters, while the five delivery teams were housed away from this headquarters and owned their separate offices elsewhere. As discussed in Chapter Six, the locations had a strong impact on the frequency and depth of individual team members' social engagement with SCIRT. Together, this created an intriguing and inextricable relationship between geosocial environment and social engagement that constitute employees' sensemaking of collective identity promoted by the senior managers. As a consequence,

(1) Senior managers developed strong and sole identifications with SCIRT.

(2) The IST members developed malleable identification with SCIRT and adjusted their identifications in concert with their evolving relationships with their HO.

(3) The DT members initially strongly identified with their HO, however, this changed when their social engagement within SCIRT varied, especially when they moved into the headquarters and started working with the IST.

This processual model presented in Figure 7-1 brings together the collective identity work undertaken by the senior managers and employees' responses made to this work. It provides the foundation for conceptualising the key processes that this case revealed. As such, it articulates the environmental challenges that triggered the senior managers' strategic

collective identity campaigns. Moreover, this model captures the dynamic processes and complexity of collective identity as experienced by the employees at all levels across the temporary IOC's lifespan.

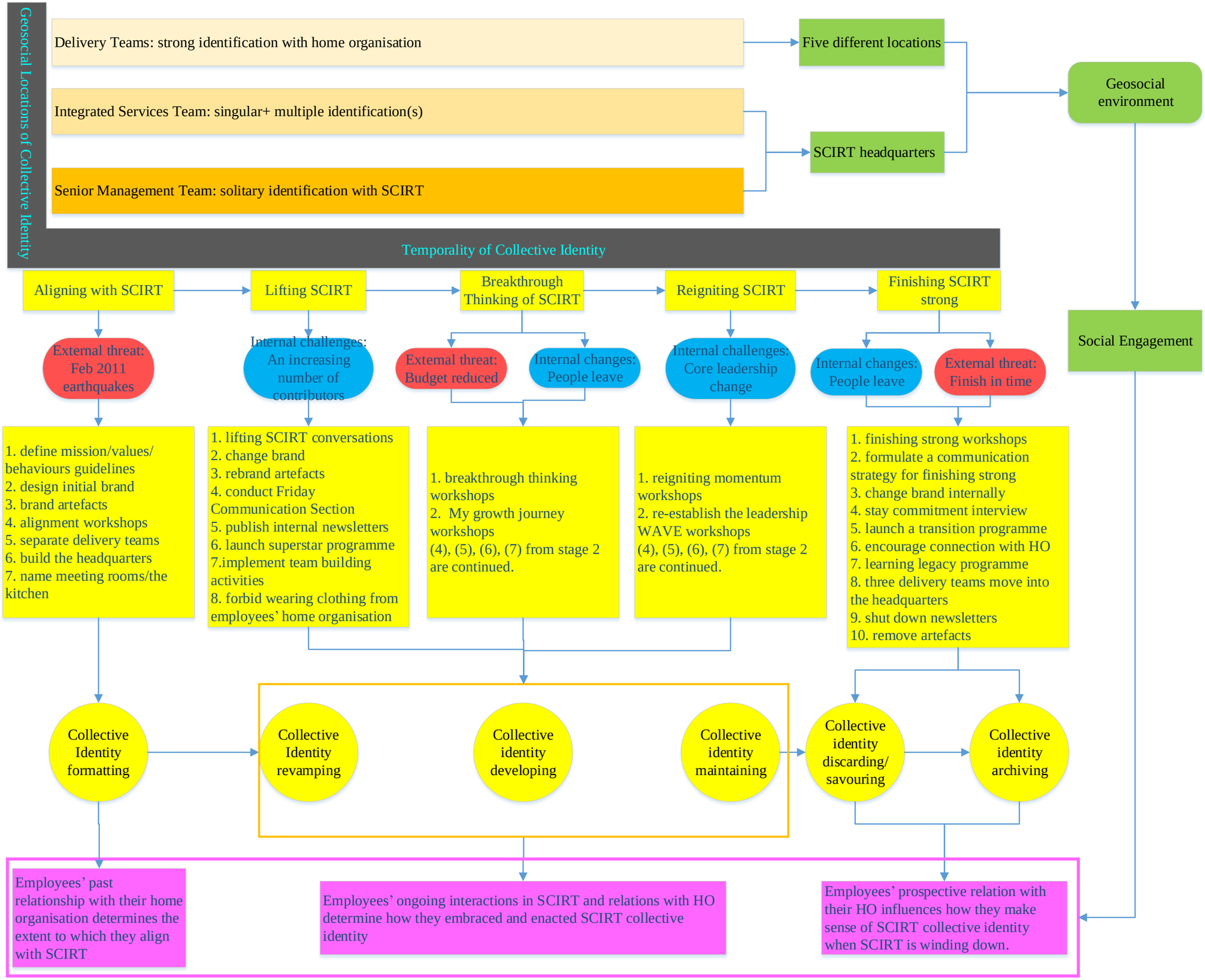


Figure 7-1 A Processual Model of SCIRT Collective Identity

7.3.1 Constructing collective identity through cycles of sensegiving and sensemaking

The first RQ focuses on the construction of collective identity in a temporary IOC. The model presented above captures the way in which the construction of collective identity was primarily a top-down process orchestrated by senior managers who are engaged with strategic identity work campaigns as a response to this IOC's internal and external change.

Albert and Whetten (1985) argue that identity would become evident and salient during significant organisational changes when an organisation: (1) is established; (2) loses its core leadership; (3) achieves its *raison d'etre*; (4) evolves rapidly; (5) changes its operating protocols; and (6) experiences retrenchment in the organisational size and numbers of employees. In its five and a half years' lifespan, SCIRT was continually confronted with changes. These were both externally and internally generated by its rapid development, the loss of core leaders, significant budget cuts, and its planned disestablishment. As explained in Chapter Five, each of these changes threatened the operation of SCIRT and had implications for attempts to constitute a collective identity. To respond, the senior management purposefully organised a series of identity work campaigns to create, express, develop, and maintain SCIRT identity. These campaigns were entitled "aligning with SCIRT", "lifting SCIRT", "breakthrough thinking", "reigniting SCIRT", and "finishing strong", all mottoes made up by SCIRT senior managers.

The first stage of senior management's strategic sensegiving, "aligning with SCIRT", occurred when SCIRT was set up in a complex and uncertain post-disaster environment. This is consistent with the proposal that it is necessary to constitute collective identity for the success of an IOC (e.g., Maguire & Hardy, 2005; Hardy et al., 2005) as collective identity defines the IOC by expressing its mission and mindset.

In this case study, the first collective identity sensegiving campaign was designed with the aim to convey a precise message to SCIRT members about who they were and what they would achieve.

The second stage of this strategic collective identity sensegiving, "lifting SCIRT", took place when SCIRT experienced rapid growth. Shortly after its formation, SCIRT quickly evolved into a multi-agency collaboration involving more than 25 different organisations. To effectively mobilise these diverse contributors to SCIRT's mission, and promote their sense of SCIRT collective identity, SCIRT redefined itself as an overarching collaboration including its working staff, clients, contractors, and suppliers. As revealed in Chapter Five, SCIRT logo and artefacts were deliberately redesigned in line with its identity claim change. This illustrates what Gioia and Hamilton (2016) refer to as identity change when the meaning associated with the identity claims alters (Corley, 2004; Corley & Gioia, 2004).

The third stage of this strategic sensegiving, "breakthrough thinking", happened when SCIRT was confronted with a sizable budget reduction from its funding organisations. Consequently, a level of services strategy[41] was imposed on SCIRT's operation. In this circumstance, employees felt less connected with SCIRT's collective identity and started questioning the identity claims the senior management made about what SCIRT was supposed to do. This resulted in senior management attempting to refresh employees' mindsets and values and align these with what was defined as new priorities for the operation of SCIRT. Not only does this finding clearly illustrate Melucci's (1995) argument that collective identity emerges from a "laborious process" (p. 50), as the sensemaking about collective identity responds to changes in the context

[41] The level of services strategy meant that SCIRT needed to focus on repairing the most devastated horizontal infrastructure from the 2011 Canterbury earthquake while leaving those slightly damaged to the routine maintenance of the Christchurch City Council.

in which organisations operate, but also exemplifies the argument of Gioia et al., (2010) that changes in organisations' internal and external environments influence collective identity formation.

The fourth stage of this strategic sensegiving, "reigniting SCIRT", arose when SCIRT lost its core leaders from the senior management team. The culture and environment which had nurtured SCIRT's collective identity until this point declined following the leadership change. This finding is consistent with Albert and Whetten's (1985) proposition relating to the salience of collective identity when organisations lose key leaders. The findings show that the restructured senior management recognised that SCIRT collective identity was under threat, so attempted to adjust employees' attitudes and rejuvenate their identification with SCIRT, through a series of "reigniting SCIRT" workshops.

The fifth stage of senior managers' strategic sensegiving was labelled "*finishing strong*". It occurred as SCIRT entered its final stage when it greatly reduced in size as most of the projects reached completion. Remaining employees became increasingly aware of the necessity to secure employment following the disestablishment of SCIRT. This objective motivated the remaining employees to either contact their home organisation frequently or search for new job opportunities. Caring about their own interests became more important than their identification with an organisation that was to be disestablished. SCIRT's collective identity was at stake as it wound down. Consequently, the senior managers took initiatives such as changing the logo internally, utilising branding strategies, releasing "finishing strong" newsletters, and introducing the "learning legacy programme" that focused on what could be learned from SCIRT. This stage of identity work has not been discussed in existing literature on organisational collective identity. The analysis was consistent with Alber and Whetter

(1985)'s hypothesis of identity change when an organisation accomplishes its *raison d'etre* (p.274). This study provided a valuable opportunity to not only observe a collective identity lifecycle in a temporary IOC – including during its final stage of disestablishment – but conceptualise this in a way that provides a basis for advancing theory.

Across the five identity work campaigns identified through this research, senior managers implemented a range of strategic sensegiving activities, including workshops, internal communication incentives, team building events, artefacts, places and space, to develop SCIRT identity and promote employees' identification with SCIRT. Such initiatives are theorised as identity construction sensegiving from the leadership (e.g., Gioia & Hamilton, 2016; Ravasi & Schultz, 2006). The senior managers conducted these initiatives in response to internal and external changes but also took employees' reflections on these sensegiving initiatives into consideration. The latter was conceptualised as organisational members' sensemaking of collective identity (Gioia & Hamilton, 2016; Ravasi & Schultz, 2006).

As demonstrated in Chapter Two, sensemaking and sensegiving are integrated into the process of identity construction (Gioia & Hamilton, 2016; Gioia et al., 2010; Ravasi & Schultz, 2006). Ravasi and Schultz (2006) propose that organisational identity is not only identity claims by organisational leaders' sensegiving as they seek to construct a collective sense of the organisation but also a consequence of members' shared understanding of these claims regarding who they are as a collective (Pratt et al., 2016). To illustrate, Gioia et al., (2010) argue that leaders' sensegiving and members' sensemaking interact and are mutually constitutive in the process of (re)constructing collective understanding and claims of who they are as an organisation. In a similar vein, scholars like Lundgren-Henriksson and Kock (2016b) and Stigliani & Elsbach

(2018) examine the top managers' (e.g., the founders and CEOs) sensegiving and sensemaking in co-constructing distinctive organisational identity and a shared culture/industry identity in a coopetitive context. Compared to their studies, this doctoral research explored not only managers' sensegiving activities in (re)constituting a coherent collective identity, but also examined all different parties (involved in this temporary coopetition) sensemaking of senior managers' collective identity sensegiving. Further, it revealed how senior managers' sensegiving initiatives and the employees' sensemaking were integrated and contributed to the (re)construction of collective identity.

The findings contribute to theory by revealing ways in which collective identity is an emergent process sustained by cycles of sensegiving and sensemaking (See Gioia & Hamilton, 2016; Gioia et al., 2010; Lundgren-Henriksson & Kock, 2016b; Ravasi & Schultz, 2006; Stigliani & Elsbach, 2018) that are linked by internal and external circumstances in the case of managers and, most significantly, by the relative relationships between home organisation (HO) and the IOC in the case of their subordinates. This suggests any theory of collective identity in a temporary IOC must incorporate the strength of multiple organisational identities experienced by employees and the social engagement that supports these.

7.3.2 Managing collective identity through social engagement

The senior managers deliberately promoted collective identity. However, the findings in Chapter Six show that employees did not always respond positively to senior managers' efforts. SCIRT identity was understood and experienced in ways that were influenced by employees' social interactions within SCIRT and their relationships with their HO in the past, present, and future. Figure 7-1 depicts how temporal social

engagement influences internal stakeholders' responses to attempts to construct a sense of collectivity among employees in a temporary coopetitive organisation collective identity - which is inevitably intertwined with their home organisational identity. A number of employees were observed to juggle with, dual identities when working in SCIRT. This is consistent with the literature on temporary IOCs that suggests the effective management of multiple identities in IOCs is vital for their success (Kourti et al., 2018).

The findings in Chapter Six suggest a collective identity spectrum (see Figure 7-2). This represents how internal stakeholders reconcile a temporary IOC' collective identity and their home organisational identity. At least two types of collective identities coexist at the collaborative level and individual organisational level (i.e., organisational identity). In Figure 7-2, A1 represents the collective identity in the IOC as promoted by the managers, A2 is whichever organisational identity of contributing organisations in this IOC applies to a particular worker, and A3 occurs at the interface between the IOC collective identity and this organisational identity. The horizontal axis from left to right indicates the lifetime of this temporary coopetitive IOC.

Members in this IOC switch their identification over time, depending on the conditions of work and positions they occupy. Four basic types of employees were identified in this temporary coopetitive collaboration:

(1) Top and senior managers in this coopetition.

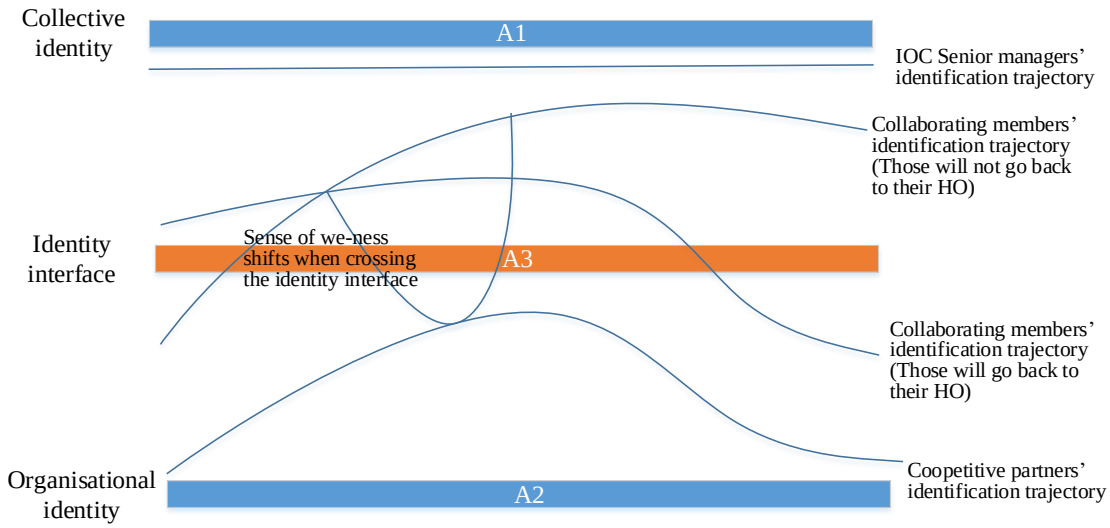
(2) Employees who work for this coopetition collaboratively while have never worked with their HO before the disestablishment of this temporary coopetition,

(3) Employees who work collaboratively for this coopetition while have worked with their HO before their secondment to this coopetition,

(4) Those who involved in a competitive working environment.

Along with the development of this temporary coopetition, each employee's employment status can change when they transfer between the IOC and HO, especially when taking their future employment opportunities with their HO into consideration. Accordingly, their identification shifts between this coopetition and their HO. As shown in Figure 7-2, their identification trajectory can become complicated.

Figure 7-2 Collective Identity Spectrum in a Temporary Coopetitive IOC



IOC members involved in leadership positions (normally senior managers) attempted to create a collaborative environment. Their perception of "who they are" was consistently aligned with the IOC across its lifetime and they focused on the interests of the IOC. To encourage all diverse contributors to identify with this IOC, they presented themselves as examples. They constructed and simultaneously made sense of emergent collective identity, through using the IOC's artefacts, attending its social events, and behaving in ways consistent with its values. They solely identified with this IOC, and their identification stayed in the A1 category throughout their employment in this IOC.

For business rivals involved in a coopetitive partnership in this IOC, their understanding of "who they are" was primarily associated with their home organisation.

Their identification starts in category A2 when they initially take part in the IOC. However, in the broad context of collaboration, they are expected to take the IOC's interest into consideration when making decisions. Identification with their HO is diluted by the awareness of the emerging IOC's collective identity. As a result, their identification tended to shift away from A2. Yet, most of the time, their identification remained at the A2 and A3 level and very close to A3. They seldom negotiated the interface between their HO identity and IOC's collective identity because they were seldom assimilated into the IOC's daily operation and its identity developing, promoting, and sustaining activities. When the IOC was disbanded, their perception of "who they are" again became closely aligned with their HO.

For those involved in this IOC who are not engaged with a competitive working environment, their sense of "who they are" was never static, but rather malleable and adaptable to the context. The context was significantly associated with their past, present, and future relationships with their HO and significant changes (e.g., leadership, culture, worksites) in either their home organisation or the IOC. For these members of SCIRT, their identification always shifted between A1 and A2, especially across A3 when their work and social environments change. These IOC members tended to develop the sense of "we-ness" to the IOC if they are working in a collaborative environment and became assimilated into the IOC's identity work. Their identification with the IOC expanded if they did not have the opportunity to work for their HO after the disestablishment of the IOC. In contrast, some employees remained identified with their HO and emphasised that identification, especially when their HO could secure their career development after the IOC's disestablishment. This depiction of the relationship between how the employee relates to the IOC collective identity and their home organisation's identity when working in a temporary IOC is another new insight,

which if verified by further study, has implications for a theory of collective identity development in a temporary IOC.

Chapter Six revealed how internal stakeholders manage multiple collective identities at differing levels in a temporary coopetition. IOC members might develop sole identification or multiple identifications with this IOC that is significantly affected by collaborating members' geosocial positions, and social interactions in both this IOC and their HO. Ashforth et al. (2010) argue identities are isomorphic across levels, and identities at each level enable and constrain identities at other levels. The analysis presented in Chapter Six, however, is in tension with their findings. The findings of this thesis suggest that collective identities at different levels do not necessarily influence or support each other. Rather, they might conflict with each other, depending on organisational members' sensemaking of specific attempts to generate collective identity. This study indicates that inner identity coherence is not required when constructing a dominant collective identity in a temporary IOC. It showed that the extent to which IOC members identified with the organisation is strongly influenced by sociomateriality and geosocial environment, reinforced through organisational rituals, and extended through members' shared memories after the disestablishment of the temporary IOC. This is an original finding that, if confirmed by further studies, would enrich our understanding of how identity work is embedded in the social, material and spatial circumstances in which organisational members engage with each other.

7.4 Sociomateriality in Collective Identity

As illustrated in Chapters Five and Six, identity work campaigns particularly emphasised the utilisation of organisational artefacts, space, and rituals. Attention to the use of these is consistent with what has been termed "the material turn" in

organisational studies (Hardy & Thomas, 2015; Orlikowski & Scott, 2008; Putnam & Fairhurst, 2015). Brown (2017) also discusses a symbolic approach to identity work that highlights the use of visible materials and office space to manipulate and manage desired identities. These objects provide social meanings for actors. This doctoral study captures this effect.

For example, the senior managers adopted the names and stories of victims in the 2011 Canterbury as meeting room names, aiming to promote the sense of "we-ness" and remind employees of their commitment to SCIRT. From this perspective, human and non-human elements are interdependent through the deployment and utilisation of material objectives. In these aspects, attempts by the senior management to construct collective identity involve what Orlikowski and Scott (2008) have theorised as sociomateriality (see also Leonardi, 2012; Orlikowski, 2010). The utilisation of organisational artefacts in identity work campaigns demonstrated the importance of sociomateriality in identity work and so contributes to the literature a new illustration from a temporary IOC.

7.5 Geosocial Environment in Collective Identity

Apart from the salience of sociomateriality, this study explicitly shows that identity work is affected by workplaces, spaces, and the social processes that occur and are made possible in these places and spaces, which Mills (2002, 2009) has termed the geosocial environment. It refers to the "interplay between the physical and social dimensions of the work environment" (Mills, 2009).

Organisational places and spaces centralise organisations and organising (Wilhoit, 2015) and allow social interactions (Vásquez, 2013). Organisational members actively intermediate their actions within a given geospatial environment they have

(re)created. Ongoing interactions between collaborating members coordinate the extent to which they identify and align with an organisation. As the findings in Chapter Six suggest, DT members changed their sense of "we-ness" to SCIRT when they began working in the headquarters, which resulted in consistent interaction and involvement with SCIRT identity maintenance activities and events. After being assimilated into a SCIRT environment, DT members became more identified with SCIRT and more aligned with SCIRT mindsets. This suggests a geosocial environment can either enable or restrict organisational members' enactment of managers' desired collective identity. It highlights the power of local social interactions and shows they can have a significant impact on organisational members' understanding of who they are as an organisation. The literature review suggested this effect of the geosocial environment on engagement with and enactment of collective identity has not been observed before.

7.6 Forgetting and Remembering in Identity Work

Previous research (Anteby & Molnár, 2012; Ravasi et al., 2018; Schultz & Hernes, 2013; Suddaby et al., 2016) has investigated how organisational memory, in the form of historical narratives and accounts (e.g., company museum, archives, narratives of the past), can be used as a type of identity work. For instance, Anteby and Molnâr (2012) explore French aeronautics firms' past and discover the interplay between collective memory and organisational identity endurance. The authors find that constituting a sense of "who we are as an organisation" is manifested through repeatedly remembering to forget "who we were not" (p. 516). However, these studies have not articulated how it works in temporary organisations which do not have a retrospective past (i.e., are without rhetorical history) or a prospective future.

This doctoral study demonstrates how organisations can use forgetting as a tool in senior managers' strategic sensegiving of collective identity. In the early stages of SCIRT, this involved (1) deliberately encouraging employees to forget about past experiences in their HO; and (2) purposefully highlighting ongoing collaboration through a focus on "we are now all SCIRT" (SCIRT, 2016b). This finding offers new insights that, if confirmed in other studies, would advance our understanding of remembering as forgetting (Cutcher, Dale, & Tyler, 2019) in identity work.

During the winding down stage of SCIRT, the management designed a learning legacy programme. Shared experiences while working on SCIRT projects were recorded and made available on a publicly accessible website.[42] What is more, former SCIRT members continued to organise social events in the name of SCIRT even after its disestablishment. During these social occasions, they recalled events they were involved in, difficulties they had confronted together, and successes they all enjoyed. This illustrates the persistence of collective identity when a temporary organisation ceases operation.

Most studies on organisational memory and identity have focused on how organisations use memories in the form of rhetorical history (i.e., narrative and language) in organisational identity work (Suddaby et al., 2016) to create organisations' future identity (Schultz & Hernes, 2013) or sustain its present identity claims (Anteby & Molnar, 2012). In contrast to these studies, the findings from this study illustrate how members utilise formal learning legacy materials, informal meetings and social gatherings to enact a sense of "we-ness" when an IOC is about to cease operation. Collective memories were instantiated through members' narratives, heritage records (e.g., the SCIRT learning legacy website), and social involvement (e.g., former

[42] https://scirtlearninglegacy.org.nz/

members' socialising activities). This suggests that collective memory can be produced through organisational heritage (Balmer & Burghausen, 2015) and social interactions that reactivate this organisational heritage to contribute towards identity work in the closing stages of temporary organisations. Findings from this study are consistent with Messer et al.'s (2015) conclusion that "collective memory is a critical component of collective identity" (p. 318). The original insight this doctoral study contributes to future theorising about collective identity in a temporary organisation is that collective memory ensures collective identity is not time-bound in a temporary IOC. It continues long after the organisation is disbanded.

7.7 Temporality and Collective Identity

The SCIRT case study has demonstrated the dynamics and complexity of collective identity in a temporary IOC and how IOC members make sense of this desired collective identity. It demonstrates how their past experiences and future expectations interact with ongoing identity work In doing so, this research supports claims that collective identity is a temporal construct (Corley and Gioia, 2004; Brown, 2006). For instance, Ybema (2010) explored collective identity change through organisational members' temporal discontinuity talk of the past (i.e., nostalgic and postalgic narratives). In a similar vein, Schultz and Hernes (2013) examine how the past identity claims are evoked in present organisational identity construction through textual, material, and oral memories.

This study highlights the way organisational members' past experiences with their home organisations influence how they perceive and engage with ongoing identity work, and how expectations about the future have an impact on their present sensemaking of collective identity, which refers to prospective sensemaking

(Sonenshein, 2010; Stigliani & Ravasi, 2012). Furthermore, this research explored how ongoing identity work affects future identity claims. It showed that employees' identification with the organisation is enhanced when they respond positively to identity development and maintenance activities. As a result, they develop the will to identify with this organisation in the future.

Besides, this study highlights that employees' identification with the organisation is diminished when they experience negative identity work or are excluded from it - they are discouraged from identifying with this organisation in the future. What is more, they actively engage in the ongoing identity work and enact their sense of collective identity if they want to work with an organisation in the future, and vice versa. In this way, this case study contributes an illustration of how the past, present, and future are interwoven and influence each other in constituting collective identity in a temporary IOC. From a theoretical point of view, it suggests that being a temporary IOC does not limit the impact temporality has on sensemaking about an organisation's identity.

7.8 Chapter Review

This chapter has provided a processual model that summarises how recursive sensegiving and sensemaking from both senior managers and employees formed the process through which collective identity was forged, developed, renewed, and sustained. It argued that collaborating members' sense of collective identity was malleable and adjustable across a collective identity spectrum. Each organisational member's sense of collective identity was shown to be primarily associated with their positions in this IOC and their evolving relationships with both their home organisation and the IOC over time. It emphasised the significance of dynamic and interrelated

sociomateriality, geosocial environment, and social engagement in identity work in a temporary IOC and pointed out how the study contributed to the collective identity literature in terms of these concepts. This chapter also highlighted the insights gained in terms of the temporal aspect of collective identity. Overall, it brings together and integrates the rich and finely nuanced insights this study produced about collective identity in SCIRT that show how it was always in a state of becoming, not just during periods of significant organisational change (Tsoukas & Chia, 2002; Albert & Whetten, 1985). The theoretical and practical implications of this study are discussed further in Chapter Eight.

8 Conclusion

8.1 Introduction

This chapter draws to a conclusion this study of collective identity in a temporary coopetitive post-disaster organisation. It begins by providing a short summary and discussion of the findings and contributions from this doctoral study which showed how, through a series of identity work campaigns, managers promoted collective identity to which other organisational members variably responded depending on their geosocial locations, relationships with their home organisation, and phases in the lifespan of this temporary IOC. This chapter then discusses the constraints the study faced and the opportunities it offered. To finish, this chapter suggests how future research can expand our understandings of collective identity through looking at how leadership, organisational culture, sociomateriality, geosocial environment, organisational rituals, and collective memory inform each other in identity work.

8.2 Exploring Collective Identity in a Post-disaster IOC

Drawing on this qualitative case study of the Stronger Christchurch Infrastructure Rebuild Team (SCIRT), this thesis suggests that collective identity was constituted through a recursive process that involved both senior managers' sensegiving and employees' sensemaking. Confronted by a dynamic and uncertain environment throughout the development of SCIRT, its senior managers orchestrated five distinct identity work campaigns that included implementing SCIRT rituals, adopting artefacts (e.g., uniforms and decorations), designing office layouts, organising workshops and team building events to promote and maintain a sense of "we-ness" to SCIRT, and collective pride in its achievements.

However, employees did not always embrace senior managers' sensegiving efforts of SCIRT identity. For members of the integrated services team (IST) who worked in the headquarters, their sensemaking of SCIRT identity was substantially (re)shaped by their relationships with their home organisation in pre- and post SCIRT and ongoing interactions within SCIRT. In contrast, members of the five delivery teams did not develop or recognise their identification with SCIRT when located in five separate offices, away from the headquarters. However, their sense of "who they are" shifted from associating with their home organisation to SCIRT when they moved into the headquarters and began working face to face with the members of the IST and the management team.

These findings primarily articulate the significance of geographical location and temporality in the formation of collective identity: this study demonstrates how an organisation and its members' past, present, and future are intertwined, and affect ongoing identity work. In addition, the findings reveal that the utilisation of organisational artefacts and space is powerful in identity work, at both the individual and collective levels, across the lifespan of a temporary IOC. Furthermore, sociomaterial and geosocial constructs have the potential to influence how collective identity is understood, interpreted, and practised through cycles of actors' sensemaking and sensegiving activities.

This study has produced a model that illustrates how collective identity is constructed in a temporary IOC and interpreted diversely by its members. Previous studies have discussed collective identity formation (Gioia et al., 2010; Gioia et al., 2012; Patvardhan et al., 2015) as a process, rather than a specific way of being. This thesis highlights the way collective identity emerges from the recursive negotiation and interaction between sensegiving and sensemaking activities, in a context of constant

organisational change. It captures how employees make sense of collective identity differently, depending on their organisational experiences and sets of relationships with the organisation for which they work. In these respects, this study contributes to theory and practice in several ways, which are set out as follows.

8.3 Theoretical Contributions

8.3.1 Collective identity as dynamic relationships

The study has provided a processual model (Figure 7-1) of collective identity in a temporary coopetitive IOC. It highlights how social engagement and employees' sense of "we-ness" mutually constituted each other in this organisation but, most significantly, that this "we-ness" is not static or uniform. It is dynamic and varies over time. Conventionally, collective identity is understood as members' collective sense of who they are and what they do as a collective (Brown, 2006; Melucci, 1995; Snow, 2001). By contrast, this new model suggests that collective identity in a temporary IOC can be interpreted and practised differently, depending on the levels of social engagement that arise from the dynamic relationships that employees develop, with both this IOC and their home organisation. IOC members were found to adjust their sense of collective identity as these relationships changed. The model shows that when the time invested in the relationship in the IOC for which they work is greater than that invested in the relationship in their home organisation, their sense of collective identity is much more strongly and sometimes exclusively associated with the IOC, and vice versa.

What is more, this doctoral study articulates the multiplicity of collective identities in collaborative settings. IOC members' accounts of their sense of "we-ness" are enacted at three levels (i.e., the IOC level, group level, and individual organisational

level) and experienced in an imbricated way. Collaborating members' sense of "we-ness" can shift, depending on how they develop and modify their relationships at each level. These findings support the conclusion that collective identity consistently emerges from the way individuals, or sets of individuals, are located in relationships. It is dynamic and always in the process of becoming, across a temporary IOC's life cycle. Thus, the model created from the study of this coopetitive organisation, its temporal trajectory, and its members' experiences of collective identity, captures in a finely nuanced manner how not only the organisation but its collective identity is constantly in the process of becoming (Tsoukas & Chia, 2002).

8.3.2 Collective identity as an interwoven geosocial, material, and temporal construct

The findings contribute to the material turn in organisational studies and develop our understanding of how geosocial environments (Mills, 2002, 2009) (re)shape collective identity. This study demonstrated how collaborating members make sense of collective identity in given organisational places and space, and how the accounts of collective identity sensemaking change when workplaces and spaces shift. Not only does space provide a geographical and material container for organisations and organising, but also a social construct for organisational engagement (Wilhoit, 2015). Thus, space structures, and is in turn structured, by social interactions amongst organisational members, to form what can be referred to as the geosocial environment.

Moreover, the findings reveal that IOC members adjust their social interactions with this IOC through the purposeful utilisation of organisational artefacts (e.g., uniforms and logos). The material, spatial, and social dimensions of collective identity became fluid during SCIRT's evolution. Hence, space, time, and materials are inevitably interwoven in constituting collective identity in a temporary coopetition.

Employees make sense of collective identity within the sociomaterial nexus that, as this study shows, is a strategic sensemaking resource used by senior managers. Organisational artefacts and geosocial environment are purposefully deployed to define, alter, and sustain a sense of "we-ness" across the entire lifetime of a temporary coopetition. Collective identity can then be viewed as a temporal construct that entails members' social interaction, which is entangled with the development of a temporary IOC and its members' past, present and future, especially when this IOC does not have either a past or a future.

This study, therefore, provides a rich example of how collective identity sensemaking is inextricably intertwined in the material and social geography of sensemakers and how it changes over time. This investigation enabled me to conceptualise further how these aspects were mutually constituted in the cycles of organisational members' sensegiving and sensemaking of collective identity in a temporary coopetitive post-disaster rebuild organisation.

8.4 Practical Implications

This study of SCIRT, an IOC set up to repair horizontal infrastructure in the recovery period following the catastrophic 2011 Canterbury earthquakes, enriches our knowledge of how collective identity develops, and the strategic identity work that sustains it. Given the increasing frequency of natural disasters that devastate urban environments, the insights of the study are potentially highly relevant to local authorities, government agencies and construction organisations that find themselves a part of temporary IOCs set up in post-disaster recovery situations.

This case study provides an example of the strategies and tactics that can be used to conduct identity work critical to enhance the operation of a temporary IOC in

the post-disaster recovery stage. After natural disasters, there exists a need for local communities to return to a new normal in a timely manner. This study focused on a temporary IOC in which collaborative and competitive relationships among participating organisations coexisted. The findings from this case study suggest that senior managers should take a temporary IOCs' lifecycle into consideration when attempting to operate these IOCs, especially those formed in a dynamic and uncertain post-disaster environment. During the development in their limited lifespan, these IOCs face either internal changes or external threats, like any other organisation, e.g., leadership change, policy change, and culture change. The challenge for temporary IOCs is that they must respond much more quickly and effectively than ordinary IOCs. In particular, to balance a coopetitive partnership, a common purpose in achieving recovery missions is essential, to align diverse contributing organisations with the newly formed IOC. Participating parties can be mobilised to develop a sense of "we-ness" to the IOC for its achievement. This can be facilitated through shaping organisational places and spaces, making use of branding strategies, and organising events that bring members in diverse organisations into consistent social interaction with one another.

First, this study explains why senior managers in temporary IOCs like SCIRT, who normally function as the identity architects, should pay close attention to their organisations' spatial geography and workplaces if they aim to encourage a solitary identification with the IOC for which they work. This study provides a clear illustration of the value of co-locating all performing parties and why senior managers establishing an IOC would be advised to make this a priority on their action list. Well-designed office layouts and workstations have the power to positively affect social interactions among employees and facilitate their identification with this IOC.

Second, the findings suggest that collective branding contributes to a sense of "we-ness" among members who are seconded from various collaborating organisations. This study shows that embracing this collective brand would give members of a temporary IOC like SCIRT the common ground to prevent divergence, and develop a sense of unity with and belonging to this IOC. Furthermore, the SCIRT case study suggests a collective brand can be applied to organisational artefacts (e.g., posters, decorations, uniforms, and documents). Infusing this collective brand into the organisational environment can encourage diverse parties in an IOC to put their own organisations' interests aside and concentrate on the IOCs' interests, which function as vehicles for materialising and expressing collective identity.

Third, this study sheds light on the importance of social engagement in identity work and provides examples of various social events that can be organised to develop and maintain members' identification with the IOC. Taking part in team-building activities regularly enables the opportunity for consistent social interactions among collaborative members, which reasonably promotes the sense of being part of the IOC.

Fourth, this study suggests that managers in a temporary IOC can design and implement organisational ceremonies or rituals and encourage employees to engage with these activities. Both can be used to regularise and ritualise collective behaviours that reinforce IOC members' sense of "we-ness" and serve the common good of the IOC.

Lastly, this case study indicates that operational guidelines, managerial structure, and management protocols need to be carefully designed for a collaborative work environment which will have a positive impact on the extent to which members of a temporary IOC form and develop identification with it.

Overall, these tactics can be applied at different stages of a temporary IOC's development, when collaborative members strive to obtain the common goal of this IOC. At the initial stage of a temporary IOC, its managers should focus on forging a collaborative culture, introducing ritual activities, and deliberately designing office layouts and working space to introduce collective identity and promote employees' identification with the IOC. During the development of the IOC, they should pay attention to developing and maintaining a collaborative sense of identification by encouraging employees to participate in social activities. When the IOC is coming to the end, it is very important that this IOC's top and senior management team lead by example and stick to what they have created and promoted, rather than saying one thing to their team members, while doing something else in order to advance their own careers. This is often considered to be hypocrisy by employees.

8.5 Constraints and Opportunities

This doctoral research employed a qualitative case study in order to understand the dynamics and complexity of collective identity work in a temporary and coopetitive setting. A single case study does not provide the basis for generalisations. However, this was not the intention of this study. It was designed to explore in-depth the processes of collective identity construction in a temporary IOC (which was set up in a post-disaster environment) in order to create a processual model that could be verified by replication studies. SCIRT presented an ideal case to study for this purpose.

The study was conducted when SCIRT was at the end of its lifecycle and heading towards its disestablishment. I was not able to be in the field for the entire lifecycle of SCIRT. Even had the opportunity arisen, this would not have been possible, as the time required would have exceeded the period allowed for a doctoral study. As

it was, the circumstances I was presented with provided the opportunity to collect rich data on the entire lifecycle of SCIRT, using participants' retrospective accounts, and a wide range of artefacts and documents generated by SCIRT and archived through its learning legacy programme. Participants' retrospective narrative accounts of their experiences and enactments of collective identity when working for SCIRT, documents and artefacts, and the six-month field observation in SCIRT headquarters, supported triangulation that ensures the trustworthiness of this study. What is more, I personally experienced and witnessed SCIRT's winding down stage, which provided a unique chance to explore the complexity and diverse interpretation of collective identity at different levels of a temporary coopetition.

8.6 Suggestions for Future Research

This study has examined the ongoing process of collective identity construction, and internal stakeholders' interpretation and enactment of this collective identity, during the lifespan of a temporary IOC composed of different, initially competitive organisations. It contributes to our knowledge of collective identity in temporary organisations, both theoretically and practically. Adding to this, some promising insights on collective identity and identity work arise, which future research can address.

8.6.1 Leadership, organisational culture, and collective identity

Carroll and Levy (2010) analyse leadership development as a form of identity work. In a similar vein, Boehm, Dwertmann, Bruch and Shamir (2015) discuss how top leaders' charisma and transformational leadership have the potential to promote organisational identity. Recently, Van Knippenberg (2016) proposes that leadership might shape an

envisioned organisational identity through leaders' sensegiving during organisational change.

As explained in Chapter Five, the change from a people-focused leadership to a task-focused leadership in the fourth stage of SCIRT's evolution triggered the decline of the collective culture, which unexpectedly weakened SCIRT members' sense of "we-ness" to SCIRT. The identity work campaign themed "reigniting SCIRT", therefore, was organised as a response to the challenges in this phase of SCIRT. This finding demonstrates an interrelationship between leadership, organisational culture, and collective identity. Future research is needed to explore how these mutually constitute each other across organisational change. Findings could contribute to better management of identity work during organisational change.

8.6.2 Geosocial environment and identity work

As discussed in Chapter Seven, the geosocial environment, a concept proposed by Mills (2002, 2009) to capture the interrelation between space and the social interactions it is part of, has in recent years been shown to have the potential to be an integral part of strategic practice during organisational change (Arnaud et al., 2016). The findings in this doctoral study suggest the geosocial environment contains elements that can have both positive and negative impacts on how organisational members' make sense of a desired collective identity. Given this doctoral study is based on a single case, more research is needed to learn how workplaces and space can be designed and utilised to support collective identity construction at multiple levels (i.e., at the collaborative level, individual organisational level, and at group levels), not only in temporary IOC's like SCIRT but also in permanent organisations of all forms.

8.6.3 Collective memory as identity work

Chapter Seven has discussed how SCIRT identity was archived via the Learning Legacy Programme[43] and how it was recognised through SCIRT members' ongoing remembering of "who they were" after SCIRT was disestablished. It is clear that shared memory enhanced and extended members' sense of "we-ness" towards SCIRT, as they revisited experiences and co-constructed a common history of what they had achieved together.

This study showed that collective memory, as a process, intertwines sociomateriality and temporality, and contributes to ongoing identity work in keeping a collective identity in existence through organisational archives (e.g., narratives and artefacts) and members' memory of the shared history they have created together (Suddaby et al., 2016). After SCIRT's disestablishment, former SCIRT members still organised informal gatherings and have developed a network which not only benefits their career and social life but also provides a transitional space to integrate members' shared past into future expectations[44]. Their collective remembering highlights how collective memory is a process (Ravasi et al., 2018) that is important part of ongoing sensemaking. Future research could address in more detail how an organisational member's sensemaking and sensegiving about "we-ness" interweaves the past, present and future, especially in organisations that do not have a formally archived history or an anticipated future.

[43] https://scirtlearninglegacy.org.nz/

[44] This perspective was found through my informal conversations and meetings with participants after the disestablishment of SCIRT. I met some of the particpants and talked about their post-SCIRT life. Many of them held a nostalgic attitude towards their experience in SCIRT and expected the same of similar might occur in their current organisaitons. This is not the formal process of data collection for this doctoral study. However, it did provide insights and information of how SCIRT members managed their post-SCIRT life and career and how SCIRT identity extended after its disestablishment.

8.6.4 Organisational rituals in identity work

This study reveals how sociomateriality and geosocial environment provoked and supported a temporary IOC's members' sensegiving and sensemaking about collective identity. Brown (2017) suggests organisational rituals as one form of identity work. In Chapter Five, a typical communication event was discussed, the Friday Communication Session (abbreviated as *Friday Comms*), which occurred every Friday morning and was used by senior managers to present, illustrate, disseminate, and reinforce the SCIRT mission statement, values, and behavioural guidelines, and create the climate they anticipated would promote and sustain employees' identification with SCIRT.

In this account, *Friday Comms* can be considered as a strategic ritual. Well-structured organisational rituals situate identity sensegivers' and sensemakers' interaction and provide the opportunity to reinforce the enactment of their sense of collective identity. Accordingly, this study suggests that behavioural reinforcement associated with organisational rituals has the potential to (re)shape organisational members' perception of "who they are and what they do". Unfortunately, this has not attracted enough attention to contemporary identity research. Future studies could research how organisational rituals are employed to regularise and routinise organisational members' behaviour and explore whether this does, in fact, contribute to a desired collective identity.

8.6.5 A framework for further research

Using data from a temporary coopetitive organisation that was created in a post-disaster environment, this study produces a processual model (Figures 7-1). This model breaks new ground because of the concepts (i.e., temporality, geosocial environment, and sociomateriality) it incorporates, and how it uses these to demonstrate that collective

identity is constituted from a multifaceted and recursive process that involves senior managers' strategic sensegiving, and employees' sensemaking, across the entire life cycle of this temporary IOC. It contributes a model that invites future studies to test whether it could be applied to other forms of organisations and organising, such as permanent organisations or IOCs formed in non-disaster environments.

8.7 Conclusion

To conclude, this thesis has presented a qualitative case study conducted at the Stronger Christchurch Infrastructure Rebuild Team (SCIRT). It investigated how collective identity operated in this temporary IOC that brought together organisations that normally competed with each other to repair horizontal infrastructure damaged or destroyed by the Canterbury 2010-11 earthquakes. As such, the study broke new ground as, to the author's knowledge, no similar studies have been conducted. It found that collective identity in this IOC was constituted in a recursive process that linked senior managers' sensegiving and employees' sensemaking in a cyclical fashion that both reflected and allowed the organisation to respond to changing circumstances across its lifespan.

The thesis produced an empirical-based processual model that captured how the temporal, material and geosocial aspects of collective identity in SCIRT were interrelated. Specifically, this model captures the fine nuances of a complex and dynamic process of collective identity in a temporary IOC. That is to say, members of SCIRT were shown to (re)construct their sense of "we-ness" through adjusting their ongoing interactions to accommodate the newly created IOC and their past/present/future relationships with their home organisation. They understood and enacted the sense of "we-ness" in relation to SCIRT through the purposeful

construction and use of organisational artefacts and space. Consistent patterns of social engagement with collaborating colleagues across shared geosocial environments were also found to reinforce their identification with SCIRT.

These findings contribute an array of theoretical insights about the complex and dynamic process of collective identity construction because of the temporary and coopetitive nature of SCIRT. In particular, they draw attention to the strategic sensegiving campaigns senior managers employed to conduct identity work in this temporary coopetitive organisation and how different groups of employees responded to these in ways that suggested collective identity cannot be assumed to be a unitary achievement in organisations.

The findings propose that collective identity in such a temporary IOC is an evolving and dynamic process, which is influenced by past, present and future relationships employees develop with their home organisation. What is more, they highlight the place of material artefacts and geospatial relationships in forging a desired collective identity. Finally, at a practical level, they highlight the utility of deploying organisational artefacts (e.g., logos, uniforms, and decorations) and carefully designing office layouts, and shared spaces to promote employees' identification with a temporary coopetitive organisation. The findings also suggest the study has the potential to prompt future research on diverse forms of identity work and provide insights for practitioners involved in establishing and operating temporary coopetitive organisations like those needed in post-disaster situations.

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Appendix 1 Information Sheet

Department of Management, Marketing and Entrepreneurship
Telephone: 021 088 000 94
E-mail: juan.liang@pg.canterbury.ac.nz
16 September 2016

Navigating collective identity in a multi-agency post-disaster rebuild team

Information Sheet

I am Juan Liang, a PhD student in Management at the University of Canterbury. I kindly invite you to take part in my doctoral study that aims to explore how key stakeholders experience collective identities in a multi-agency alliance (SCIRT), especially when SCIRT is coming to the end. Collective identity can be defined as the shared value and the sense of "we-ness" in a collective.

Participant's Role

If you agree to participate in this study, your involvement will be:

(1) Attending an interview (up to 60 minutes). During the interview, you will be asked to describe how you perform your roles both in SCIRT and your home organisation. The interview will be done at your workplace and be recorded. You can review the transcription of the interview recording.

(2) Filling a questionnaire. The questionnaire is about basic information regarding your work. It can be finished within ten minutes during the interview.

Risk description

This research is a low-risk study without potential physical or mental harm or disadvantages to you. You will not be asked for private questions. The way the data is collected, stored and reported will ensure your interests are protected.

Right to withdraw

The participation is voluntary and you have the right to withdraw at any stage without any penalty. You may ask for your raw data to be returned to you or destroyed at any point. If you withdraw, I will remove any information related to you. However, once the data analysis starts (normally 10 working days after the interview), it will become increasingly difficult to remove the influence of your data on the findings.

Data confidentiality, storage and use

The data will be treated as confidential and anonymous. The results of this project will be used to create my doctoral thesis and some journal articles, but your identity (e.g., name, job position, email) will not appear in any publications. You will be assigned a code name whenever and wherever you will be mentioned. All the data will be password protected in electronic form and safely kept in secure facilities. Only my supervisor and I can view the data. The data will be destroyed after being stored for 10 years since this research project will be finished.

Obtainment of the results

The doctoral thesis is a public document and will be available through the University of Canterbury Library. You may receive a copy of the summary of the results by contacting the researcher.

Supervision of the research

The project will be carried out as a requirement for obtaining the degree of Doctor of Philosophy by Juan Liang (*juan.liang@pg.canterbury.ac.nz)* under the supervision of Dr Colleen Mills *(colleen.mills@canterbury.ac.nz).* Colleen and Juan will be pleased to discuss any concerns you may have about the participation in this project.

Ethical considerations

This project has been reviewed and approved by the University of Canterbury Human Ethics Committee. Any complaints should be addressed to The Chair, Human Ethics Committee, University of Canterbury, Private Bag 4800, Christchurch (*human-ethics@canterbury.ac.nz*).

If you agree to participate in the study, please complete the consent form.

Appendix 2 Participation Consent Form

Department of Management, Marketing and Entrepreneurship
Telephone: 021 088 000 94
Email: juan.liang@pg.canterbury.ac.nz

Navigating collective identity in a multi-agency post-disaster rebuild team

Consent Form

- ☐ I have been given a full explanation of this project and have had the opportunity to ask questions.
- ☐ I understand what is required of me if I agree to take part in this research.
- ☐ I understand that participation is voluntary and I may withdraw at any time without penalty. Withdrawal of the participation will also include the withdrawal of any information I have provided should this remain practically achievable.
- ☐ I understand that any information or opinions I provide will be kept confidential to the researcher and her supervisor. Any published or reported results will not identify the participants.
- ☐ I understand that the data will be used by the researcher for her doctoral thesis and some journal articles by the researcher and her supervisor. The thesis is a public document and will be available through the UC Library.
- ☐ I understand that all data collected for the study will be kept in locked and secure facilities or in password-protected electronic form and will be destroyed after ten years since this project will be finished.
- ☐ I understand this study is low-risk. It will not cause potential disadvantages or harm to me.
- ☐ I understand that I am able to receive a report on the findings of this project by contacting the researcher at the conclusion of the project.
- ☐ I understand that I can contact the researcher [Juan Liang, *juan.liang@pg.canterbury.ac.nz*] or her supervisor [Colleen Mills, *colleen.mills@canterbury.ac.nz*] for further information. If I have any complaints, I can contact the Chair of the University of Canterbury Human Ethics Committee, Private Bag 4800, Christchurch (human-ethics@canterbury.ac.nz)
- ☐ I would like a summary of the results of the project.
- ☐ By signing below, I agree to participate in this research.

Name: _____ Signed: _____ Date: _____.

Email address *(for receiving the report of findings)*: _____.

[Once the consent form is completed, it can be emailed to juan.liang@pg.canterbury.ac.nz]

Appendix 3 Permission Letter from SCIRT

Reply all | Delete [illegible] |

Study of SCIRT for PhD Thesis

[redacted] Reply all
Wed 11/05
Juan Jiang; Colleen Mills <colleen.mills@canterbury.ac.nz>

Flag for follow up. Completed on [illegible] May 2016

Dear Juan

This message formally confirms verbal advice that SCIRT will welcome your study of our organisation to provide you with material for your Doctor of Philosophy thesis, 'Navigating Collective identities in a multi agency emergency response team' the scope of which you are currently defining.

Access to our correspondence and data will be given by SCIRT funder approval, via an 'External Information Request', which will be progressed over coming days. The subjects and quantity of shared material will relate to your needs once they are defined and your use of it will be subject to normal protocols around academic studies and the University of Canterbury 'non-disclosure' study agreement.

[redacted]

SCIRT

Stronger Christchurch Infrastructure Rebuild Team
205 [illegible] Road, Middleton, Christchurch, 8024
PO Box 8341, Tower Junction, Christchurch, 8140
Desk: 03 3380 854
Mobile: 027 503 0051
www.strongerchristchurch.govt.nz

Appendix 4 Ethical Approval

HUMAN ETHICS COMMITTEE
Secretary, Rebecca Robinson
Telephone: +64 03 364 2987, Extn 45588
Email: human-ethics@canterbury.ac.nz

Ref: HEC 2016/33/LR-PS

13 June 2016

Juan Liang
Management, Marketing and Entrepreneurship
UNIVERSITY OF CANTERBURY

Dear Juan

Thank you for submitting your low risk application to the Human Ethics Committee for the research proposal titled "Navigating Organizational Identity and Collective Identity in a Multi-Agency Emergency Recovery Team".

I am pleased to advise that this application has been reviewed and approved.

Please note that this approval is subject to the incorporation of the amendments you have provided in your email of 7th June 2016.

With best wishes for your project.

Yours sincerely

pp. R. Robinson

Jane Maidment
Chair, Human Ethics Committee

Appendix 5 Semi-structured Interview Questions Checklist

1. Could you please describe your work in SCIRT?
2. What is the difference between SCIRT work and the work in your home organisation?
3. What challenges have you met when working in SCIRT?
4. How do you introduce yourself to others outside SCIRT?
5. How do you feel about being a member of SCIRT when still being an employee of your home organisation?
6. How has the sense of belonging to SCIRT/your home organisation changed since you joined SCIRT?
7. What events or activities have you enjoyed in SCIRT and your home company?
8. What relationships have you developed in SCIRT and your home company?
9. To what extent do you identify with SCIRT?
10. What has encouraged or hindered you from identifying with SCIRT?
11. What has been done to keep SCIRT values/beliefs alive across the whole lifetime of SCIRT?
12. Compared with what was before, what changes or challenges have happened at the winding down stage?
13. What support have you received in coping with these challenges?
14. What will you miss when SCIRT is officially disbanded? And why?

Appendix 6 General Questionnaire

This questionnaire is designed to produce a demographic database that is a part of Juan Liang's doctoral research project. Juan sincerely invites you to fill it. Do not write your name on this questionnaire.

Your response will be anonymous and will never be related to you personally. Please answer these questions by ticking the appropriate box or writing on the lines provided.

1. Do you live in Canterbury?

   □ Yes □ No

   Only answer Question 2 if you answered "yes" to Question 1.

2. 1. How long have you lived in Canterbury?

   □ Less than one year □ 1-4 years

   □ More than 4 years but arrived after the devastating February 2011 earthquakes

   □ Since before the February earthquakes began

   Are you a female or a male?

   □ Male □ Female

3. What is your occupation?

4. Do you work for SCIRT full-time or part-time?

   □ Full-time □ Part-time

   If you answered "part-time" please explain other work:

Only answer Question 6 and 7 if you answered "part-time" to Question 5.

5. Does the other work conflict with the SCIRT work?

□ Yes □ No

6. If you work part-time with SCIRT, do you work?

   □ Regularly □ Occasionally

7. When did you start working in SCIRT?

   □ Since _____2011 □ Since _____2012 □ Since _____2013

   □ Since _____2014 □ Since _____2015 □ Since _____2016

8. Have you worked for your home company before SCIRT work?

   □ Yes □ No

9. Will you go back to your home company after SCIRT work?

   □ Yes □ Not sure □No

10. Do you have more sense of belonging to SCIRT or your home company?

    □ SCIRT □ Home company □ Both □ Hard to say

    Please explain:

11. What are the SCIRT values from your point of view?

12. Do you feel proud of being a member of SCIRT?

    □ Yes □ Not really □ No □ Can't really say

    Please explain:

13. Which team do you work in?

    □ The Board □ Management team

    □ Integrated services team □ Delivery team (Please name)

14. Do you feel more collaboration or competition in your work?

□ Collaboration □ Competition □ both □ Can hardly say

15. Do your colleagues help each other?

    □ Yes, always □ Not always □ Never

16. Which ways do you prefer to use when communicating about work-related matters with others?

    □ Formal ways (e.g., scheduled meetings, reports and response to formal requests)

    □ Informal ways (e.g., casual chats, break time, and online social media)

    □ Both

17. Do you like wearing the SCIRT shirt?

    □ Yes □ No □ No idea □ No care

    Explain your answer:

18. Are you the same person now that you were when you joined SCIRT?

    □ Yes □ No □ No idea

    Please explain:

Your participation and generosity are well appreciated.

Appendix 7 Examples of Themes and Evidence

Analytical Themes	Selected Evidence
Temporality	Potentially what you are seeing is a lot of people from the delivery stinging quite heavily in the space. That's because this (HO) seems more permanent than this (SCIRT). And this (SCIRT) gonna never last forever. This company is going to stick forever. It's pretty hard to be committed to something within such impermanence. But I can get employed by HO permanently, and I know there's gonna new work coming up. That's why this loyalty of piece [to HO] is stronger than here [in SCIRT] (S38). [HO] is where I'm going to be working tomorrow. [HO] is the reason I am here. [HO] has got all the important connections with my future. In my case, I knew I wasn't likely to stay there for a long time. If I had been planning to stay there for five years, it might have changed a bit (S12). Let's face it, SCIRT is not going to last forever and I have been at my home company a lot longer than I have been with SCIRT so I am a member of my home company and work for them but seconded to SCIRT (S7).
Geosocial environment	There are people who work in a delivery team that have got Downer written all over them etc., and they see themselves as working for Downer. They do, they get paid by Downer, but really with their roles and duties they are 100 per cent SCIRT, so they are actually part of the SCIRT Company. But they are still sitting there saying, oh there's SCIRT over there, because we are in this office over here, and we've got Downer written everywhere. We've got some SCIRT staff around but we are mostly Downer…When you are separated by space or by distance, obviously one team on this side of town and one team on the other side town, it just helps exacerbate that. You've become your own wee team because you are not together and under the one big umbrella, or you feel like you're not part of that team (S15). IST is SCIRT, delivery teams are also SCIRT. But it was not really presented like that to start with. That was only over time it evolved to become like that. It's definitely because we were based out of the terrace. We didn't feel like a part of SCIRT. I think, maybe it was the distance, the physical distance. That was I felt like to start with. It wasn't only until I came in here and being part of the TOC team. I started to feel a part of SCIR (S42). I mean this is the SCIRT office. We will sit around Downer office, Fletcher's office, then you all came to the SCIRT office. This should be the IST office. To me, it was so much driving. This is SCIRT where the engineers contract, where the gate keeps us. You

	are just the delivery teams… One of the really good things was moving into this building, the coffee conversations, you know, when you make a cup of tea, you have conversations, you solve issues just through conversations. I love the coffee conversations (S28).
Socialmateriality	On the reception wall out there, that was sitting behind the reception girl that was about thousands of people came to the event where they committed to signing up to the "what we're here for" statement, the noble purpose. They signed it. They committed to it. That was not the formal alliance agreement. That was from the launch. All of the eight parties signed the formal alliance agreement, then they had a launch event for the team, the SCIRT team who started to form by then, like people starting to be pulled in (S41). People can see them [posters] everywhere, in every meeting room, in their working place and even in the resident room, every Friday Comms. I think it's just they are everywhere, and so you have spent five years with them there (S25). If SCIRT stopped for some reasons, you think about the end what is going on, what the other opportunities out there. It didn't exist this year [in 2011] because you just started 100%. That's fine. That's new, and that's exciting and everything is going well. And there are no reasons to think about other things. But at this stage, maybe at the end of 2013. Aha, what actually I could go somewhere else, do something else. Just thinking about the post SCIRT (S40).
Organisational rituals	We've got the Friday Comms. I've really enjoyed the Friday Comms. I like the fact that they have encouraged us to attend and it's really important that you do attend because they do cover off a lot of information that they don't generally cover any other time. If you are not there, you miss out on key messages pretty much. That's what sort of encourages you to go because we all take turns at hosting them as teams…I found it exciting and I really liked the fact that they had a purpose and they had the framework in place, so they had already thought about some values and mindsets and behaviours. I think that was very key for us all to work and align too (S27). In our Friday Comms session, we really played around those and looked how we could weave in our language into that, the mind-sets, values and behaviours, the noble purpose even the priority of decision making. Having an induction (S41).