I am broadly interested in examining the interplay of organizational and societal cultures, especially in processes of cultural entrepreneurship, collective meaning-making, and institutional change. My empirical work is situated in contexts ranging from the U.S. hotel industry to the response to the 2013 Boston Marathon Bombings. I use both qualitative and quantitative analyses of data hand-collected from social media platforms and more traditional sources, like archival documents, interviews, and first-hand observations, to understand, in these and other settings, how culture is harnessed, managed, and transformed.

### Published, peer-reviewed research

I found little consensus or organization of existing studies in the management research on culture, which motivated my recent article in the *Academy of Management Annals* (Giorgi, Lockwood, & Glynn, 2015). In the article, I sought to address this fragmentation to better understand just what culture is and how we might theorize it to advance the field in useful directions. I identified five forms of culture commonly discussed in the management literature: culture as values, frames, categories, stories, and toolkits. I advanced a conceptual framework for linking them that anchored on culture as values and toolkits. The framework suggests that the two models are complementary, rather than conflicting, and may be iteratively linked through other forms of culture such as stories, frames and categories. The multi-faceted view of culture advanced in the paper lays the groundwork for ongoing research that appreciates multiple perspectives while exploring synergies and overlaps among them.

I have also empirically and theoretically investigated how organizational actors harness existing institutional and cultural resources and use them to their advantage. In a forthcoming empirical article in *Research in the Sociology of Organizations* (Lockwood & Glynn, 2016a), I draw on data from Martha Stewart *Living* magazine to examine how organizations transmit and profit from longstanding societal traditions. I show how organizations bundled various aspects of institutions in the presentation of traditions. The contribution is to explain how seemingly immutable collective practices can endure through organizational efforts to motivate and guide the cognitions and behaviors that reproduce, and sometimes, revise them. In this way, the tradition of a wedding, for instance, is transmitted not as an obligation for getting married, but rather as a valuable, ready-made, and flexible set of practices and interpretations useful for doing so.

In another forthcoming article, in the *Journal of Business Ethics* (Nielsen & Lockwood, 2016), I theoretically examine how distinct institutional systems may produce different and sometimes conflicting ethics judgments. I develop a typology of solutions to such conflicts that focuses on transformational outcomes, which combine and qualitatively change existing logics, rather than just holding them in tension. My theorizing speaks to the manners in which deep-seated cultural assumptions and values may be amended and transformed in productive manners over time.

Finally, in a peer-reviewed book chapter (Glynn, Lockwood, & Raffaelli, 2015), I show how organizations use identity claims and practices to be "green." Highlighting organizations' efforts to balance sameness (to peers and internally over time) and difference in adopting new practices, I reveal how organizations develop ambidextrous identities that integrate current identity attributes alongside new elements needed for future survival. Taken together, my work uses multiple lenses and contexts to generate new insights on how seemingly immutable cultural assumptions, meanings, and practices may be purposefully transformed by organizations to guide others' interpretations and actions.

### Dissertation research

My dissertation examines how cultural entrepreneurship, i.e., organizational efforts at conveying cultural status distinctions and meanings to valued audiences or publics, can play a role even in a mature industry. I conduct three inter-related empirical studies situated in the luxury segment of U.S. hotel industry; noting the erosion of broad social distinctions that has put elite status and

cultural tastes in flux, I examine how luxury hotels nonetheless continued to appeal to elites and preserved their own high status. I account for the industry's entire 225-year history, using a hand-collected data set that includes about 70 semi-structured interviews, hundreds of hours of observation in hotels and at industry conferences, and thousands of pages of archival data from social media and traditional sources. My studies reveal how processes of cultural entrepreneurship contributed to industry change and organizational adaptation in the face of shifting socio-cultural dynamics, and relate to the expression and legitimation of elite social status and cultural tastes more broadly.

My first study assesses the U.S. hotel industry's history from 1790-2015 to investigate the influence of cultural entrepreneurship across levels of analysis and over the long term. My findings reveal how the interplay of efforts to align the industry with elite socio-cultural preferences and to fit constituent organizations within more proximal institutional norms shaped the industry over time. My second study focuses on the luxury hotel market segment from 1985-2015 and finds that although the market may declassify distinctive cultural groups, processes of "cultural re-classification" are evident. I conceptualize such efforts as a form of minimally coordinated cultural entrepreneurship and identify three mechanisms – sacralization, emotional recasting, and preservation – by which this is achieved to maintain organizations' elite status. Finally, my third empirical study, which I am preparing for initial submission to the *Academy of Management Journal*, uses a multi-case investigation of six incumbent luxury hotels to understand how they used cultural entrepreneurship to remain culturally distinctive during the time period from 2000-2015. I show that, rather than conveying a singular set of meanings, the hotels created an interpretive touchstone composed of language and materiality. It functioned as a "cultural scaffolding," allowing the organizations to maintain cultural distinctiveness by using culture loosely to enable the expression of patrons' elite cultural tastes. My dissertation reveals how cultural entrepreneurship contributes not only to organizational emergence, but also to subsequent adaptation to changing market demands, status distinctions, and cultural codes.

## Ongoing and future research

A major empirical project (Lockwood & Glynn, 2016b), which I am finalizing for submission to *Administrative Science Quarterly* in September 2016, examines how disperse, long-term collective sensemaking constructed a potent, enduring cultural symbol. I content-analyze an extensive dataset of tweets with the hashtag "#BostonStrong" over a three-year period following the 2013 Boston Marathon Bombings; I supplement this Twitter data with interviews, archival media data, and first-hand observations. I show how, collectively, Twitter expressions constructed "Boston Strong" as a symbol to reconstitute the meaning of Marathon and that endured as a flexible and potent cultural resource. The contribution is to offer a long-term perspective on how micro-level sensemaking scales up and to reveal the process by which cultural resources, which are generally assumed to exist ex post, may be generated anew. In other research projects under development, I aim to extend the insights generated in my dissertation and other current research to more deeply examine the role of emotion and materiality in cultural processes, and to reconsider the links between organizational culture and organizational identity as alternately adaptable and enduring.

To conclude, as some scholars have observed, one of the challenges of studying culture – as a resource that is symbolic, experienced and lived in – is, first, finding it. Using novel data sources, interesting field sites and a variety of analytical tools, I work to find culture, in all its complexity, and understand how it may be harnessed, managed, and put to productive use. Theoretically and empirically, my research challenges assumptions about culture and collective meanings as existing 'out there' to better specify and understand cultural processes important to organizations and industries, and create space for ongoing inquiry.

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