

The conceptual logic of QCA

(A few ontological and epistemological differences from general linear methods)

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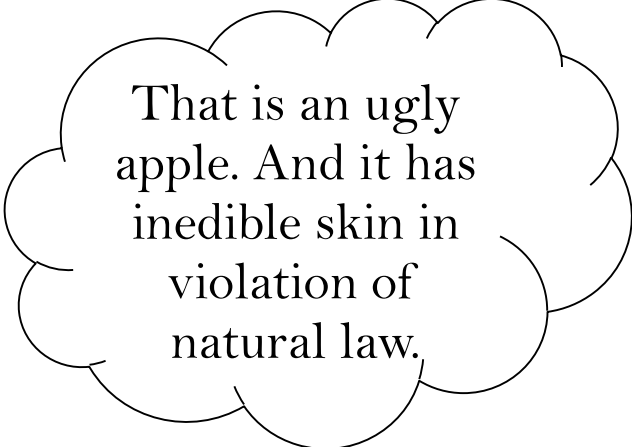
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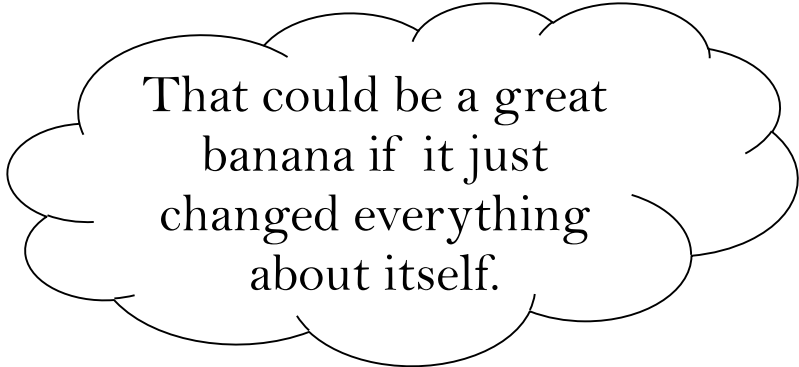
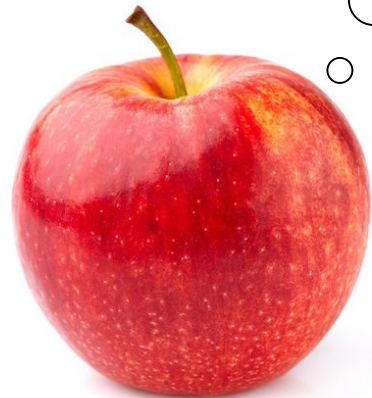


Special thanks to Charles Ragin and Peer Fiss for material adapted in this presentation.

Internalized hegemony of GLM is a challenge to doing QCA



That is an ugly
apple. And it has
inedible skin in
violation of
natural law.



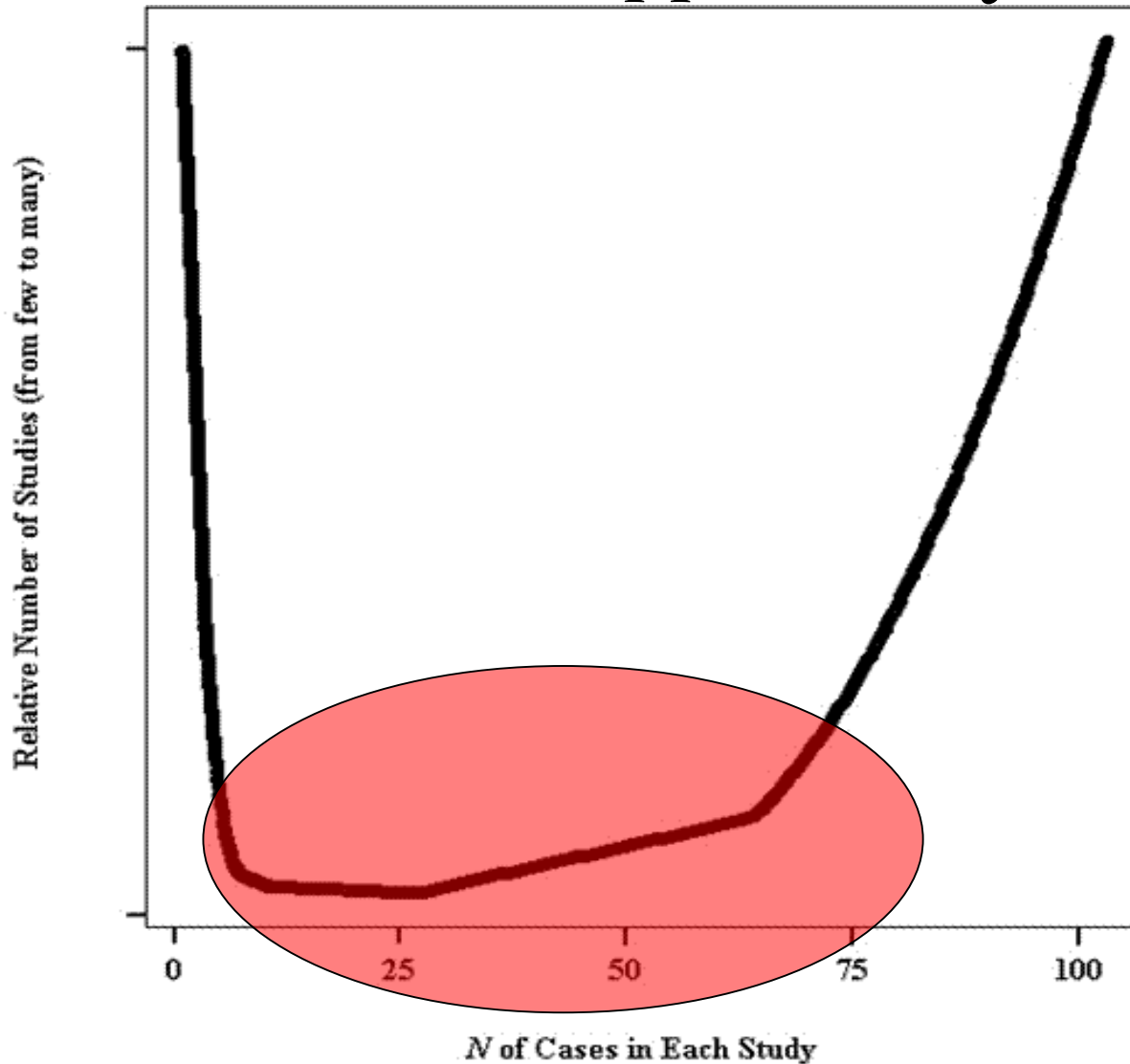
That could be a great
banana if it just
changed everything
about itself.



Questions QCA asks that GLM taught us to never ask

1. In real life (IRL) are my cases comparable -- or just convenient?
2. IRL, are my variables lumpy differences or smooth and incremental variance?
3. Does theory need to be about necessary and sufficient causes – or does only sufficiency matter IRL? Or necessity?
4. How many paths to the outcome IRL?

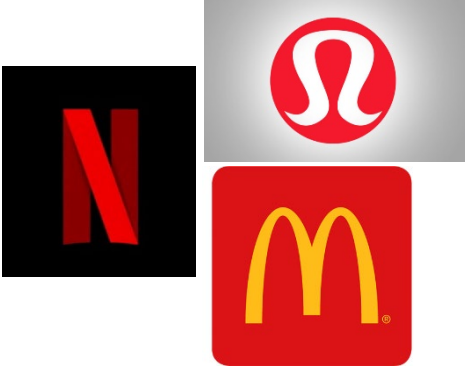
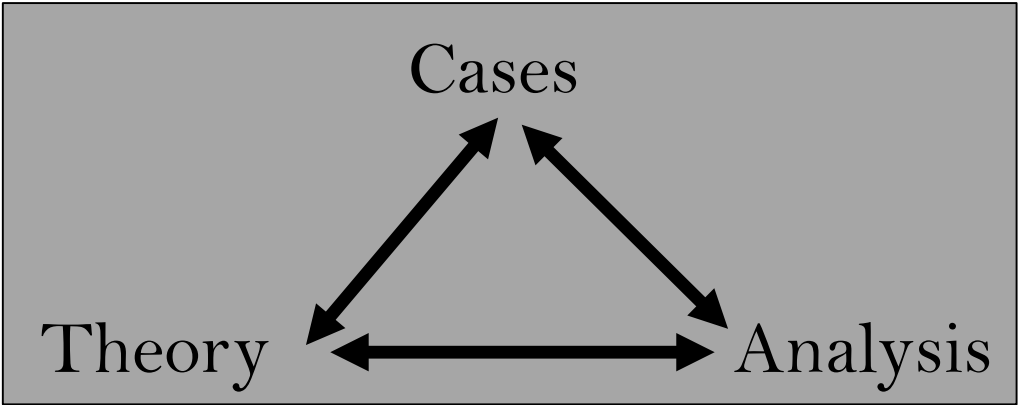
An opportunity – not a danger zone



Taught to avoid this area because this is where “*” die, but it also can raise questions about our analysis....

Figure 1.1 Plot of Relative Number of Studies against N of Cases in Each Study Source: Ragin (2000:25)

What cases are comparable?



Cyril Ramaphosa

Justin Trudeau

Jacinda Ardern



Angela Merkel

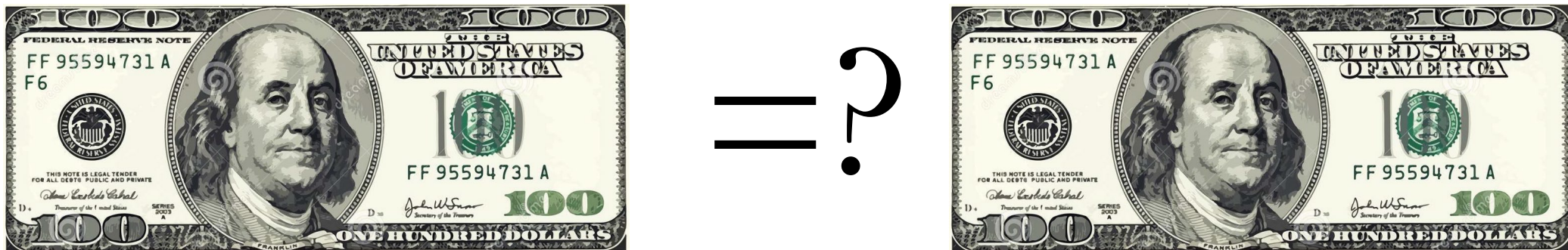
Vladimir Putin

Aung San Suu Kyi



II. Variables as set membership

Social world is mostly substantive differences in kind – it is lumpy, not linear



- Higher vs. lower than market-average profits
- How close is the salary to faculty of equal rank?
- Income \$100 above vs. \$100 below assistance standard
- Earning \$15K/yr as graduate student vs. \$15k/yr in fast food

Only necessary & sufficient causes matter in GLM

CONVENTIONAL VIEW		
	Cause absent	Cause present
Outcome present	cases in this cell (#1) contribute to error	many cases should be in this cell (#2)
Outcome absent	many cases should be in this cell (#3)	cases in this cell (#4) contribute to error

Sometimes only necessary matters

CAUSE IS NECESSARY BUT NOT SUFFICIENT		
	Cause absent	Cause present
Outcome present	1. no cases here	2. cases here
Outcome absent	3. not relevant	4. not relevant

- Every theory taught in strategy
 - Rule: “No golden rule to riches” as competitors adjust
 - Theories are mostly about what to avoid/what must be done if you want a chance in a random world of success
 - No guarantees of sufficiency

What about sufficient causes?

CAUSE IS SUFFICIENT BUT NOT NECESSARY		
	Cause absent	Cause present
Outcome present	1. not relevant	2. cases here
Outcome absent	3. not relevant	4. no cases here

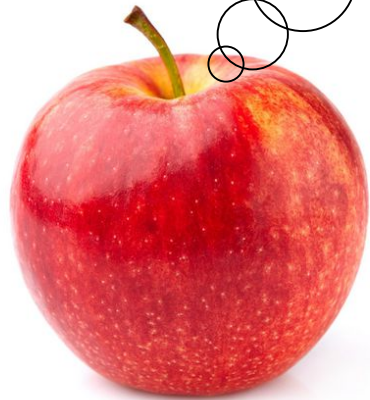
- Already know the solution you will have to use – but will it work when you use it?
- Do I really want to embarrass the people who aren't using this new practice if it works by studying them?

IV. How many paths to an outcome?

Hershey and Blanchard's *Situational Leadership Theory* (2000) of groups

- Group members are:
 - **Willing** (expect success)
 - **Unwilling** (expect failure)
 - **Able** (have KSAs for task)
 - Support of leader:
 - **High** (level of direction)
 - **Low** (level of direction)
 - **Delegates** (gives goal)
- High support + delegation • able →
failure • success
- High support • unwilling • able → *success*
High support • willing • able → *failure*
Delegate • willing • able → *success*
Delegate • unwilling • able → *failure*

I was really getting tired of only meeting apples; that banana adds something we were all missing in the fruit bowl.



I will rule the world once that apple is gone.

