Organizational studies (OS) and social movements (SM) have been two of the most active and creative areas of scholarly during the past several decades but, with some exceptions, have moved in different directions. OS focuses on formal units resting on institutionalized authority; SM on emergent processes aimed at challenging and destabilizing established forms. Recently, however, there are signs of connections and convergence. Building on this work, we construct a conceptual framework that allows scholars to view the two bodies of work not as competing but as complementary. The utility of the framework is tested by a re-examination (by Scoff) of changes in the U.S. health care sector and (by McAdam) of the phases of the U.S. civil rights revolution.