Contents

Introduction *(Barry A. Turner)* 1

Part I. Symbolic Aspects of Organizations 13

Chapter 1 15
Painting Over Old Works: The Culture of Organization in an Age of Technical Rationality *(Guy B. Adams and Virginia Hill Ingersoll)* 15
1.1 The Misplacement of Culture 16
1.1.1 Recent Literature on Culture and Organization 17
1.1.2 The Fundamental Shift That Wasn't 19
1.2 Technical Rationality: The Culture of Organization 20
1.3 The Managerial Metamyth 22
1.4 The Culture of Organization: A Case Example 23
1.4.1 The Washington State Ferry System 24
1.4.2 Setting the Stage for the Imposition 25
1.4.3 The Imposition Begins in Earnest 26
1.4.4 Enter: The Managerial Metamyth 27
1.4.5 The Role of Automation 27
1.4.6 Aspects of DOT Ascendancy 28
1.4.7 The Imposition of Cultural Elements 28
1.5 A Culture-Sensitive Approach to the Study of Organization 29

Chapter 2 33
Interrelations Between Corporate Culture and Municipal Culture: The Lüneburg Saltworks as a Medieval Example *(Egbert Kahle)* 33
2.1 Introduction 33
2.2 The General Conditions 33
2.3 The Organizational Symbolism 34
2.4 The Interrelations of Corporate and Municipal Culture 36
2.5 Conclusions 41

Chapter 3 43
Corporate Culture, the Catholic Ethic, and the Spirit of Capitalism: A Quebec Experience *(Omar Aktouf)* 43
3.1 Foreword 43
3.2 Genesis of Capitalism and Evolutionary Differences Between the Ethics of Northern and Southern Europe from the 13th to the 18th Century 44
3.3 The 'Unorthodox' Management Style of the Cascades Company of Quebec: Crystallization of Elements of Another Capitalist Ethic? . . . 47
3.4 Conclusions 52

Chapter 4 55
Dependency and Worker Flirting (*Krzysztof Konecki*) 55
4.1 Introduction 55
4.2 Flirting 57
4.3 Parasexual Behavior in the Relations Between Press Operators and Fitters 59
4.4 New Workers and Worker Flirting 62
4.5 Conclusions 64

Chapter 5 67
Culture and Crisis Management in an English Prison (*Ellis Finkelstein*) 67
5.1 The Prison 68
5.2 The Role of the Governor 70
5.3 The Christmas Rota 71
5.4 The New Governor 73
5.5 The Manpower Team 74
5.6 Conclusion 78

Part II. Power as a Symbolic Domain 81

Chapter 6 83
Zombies or People – What Is the Product of Work? 83
Some Considerations About the Relations Between Human and Nonhuman Systems in Regard to the Socio-Technical-Systems Paradigm (*Burkard Sievers*) 83

Chapter 7 95
Organizations as Networks of Power and Symbolism (*Marta B. Calás and Jean B. McGuire*) 95
7.1 Introduction 95
7.1.1 Literature Review 95
7.1.2 From Networks to Networking 96
7.2 Interorganizational Relations as Networks of Power and Symbolic Action 98
7.2.1 Power Relationship and Symbolic Action as Dynamic Interdependencies 100
7.3 A and B: Two Networks of Mental Health Organizations 102
7.3.1 The Organizations 102
7.3.2 Method 102
7.3.3 A and B: Power Relationships and Symbolic Actions 103
7.4 Conclusion 108

Chapter 8 115
Crashing in '87: Power and Symbolism in the Dow (*Michael Rosen*) 115
8.1 Introduction 116
8.2 The Falling Sky: On Power, Culture, Control, and Consent 117
8.3 Postmodernism, Commodities, and Consent 123

8.4 Setting Your Own Stage . . . 125
8.5 Let's Listen to Dad . . . 128
8.6 Smart Guys Don't Lose and Corporations Can't . . . 131
8.7 In the Aftermath: Theory Redux . . . 133

Part III. Management, Consultancy, and Metaphor . . . 137

Chapter 9 . . . 139
Merchants of Meaning: Management Consulting in the Swedish Public Sector (*Barbara Czarniawska-Joerges*) . . . 139
9.1 Organizational Talk and Organizational Control . . . 139
9.2 The Study . . . 140
9.3 Diagnostics and Labels . . . 141
9.4 Modelling and Metaphors . . . 143
9.5 Creating Talking Networks . . . 145
9.6 Teaching Languages . . . 146
9.7 What Do Consultants Do? . . . 147

Chapter 10 . . . 151
Metaphor Management: On the Semiotics of Strategic Leadership (*Henrik Gahmberg*) . . . 151
10.1 Strategy Shaping as Culture . . . 151
10.2 The Management of Meaning Paradigm . . . 153
10.3 Metaphors in Strategic Decision Making . . . 153
10.4 "Tangibilitation" . . . 154
10.5 The Roots of Leading Symbols . . . 155
10.6 A Study of Values Behind Symbols . . . 156

Chapter 11 . . . 159
Culture and Management Training: Closed Minds and Change in Managers Belonging to Organizational and Occupational Communities (*Pasquale Gagliardi*) . . . 159
11.1 An Introduction: The Impact of the Cultural Approach on a Management Centre . . . 159
11.2 The Research Project . . . 162
11.3 The Main Findings of the Research Project . . . 165
11.3.1 The Effect of the Programme on Individiual Dogmatism . . . 168
11.3.2 Individual Dogmatism and Reference Cultures . . . 168

Chapter 12 . . . 173
The 'Commando' Model: A Way to Gather and Interpret Cultural Data (*Lars D. Edgren*) . . . 173
12.1 The Concept of Organizational Culture . . . 173
12.2 Some Starting-Points and Foundations . . . 173
12.2.1 Perspective . . . 174
12.2.2 Level of Abstraction . . . 174

12.3 Data Gathering 175
12.3.1 Interviews 175
12.3.2 Observation 176
12.3.3 Secondary Data 176
12.3.4 The Cultural Keys 176
12.3.5 Selection 177
12.3.6 Simulated Situations and Metaphors 177
12.4 Interpretation 178
12.5 Presentation 179
12.6 Operation Hot Cat 180
12.6.1 The Task 180
12.6.2 The Birth of the Commando Model 181
12.6.3 Three Steps 183
12.7 Summary 184

Part IV. Style and Aesthetics 189

Chapter 13 191
The Collusive Manoeuvre: A Study of Organizational Style in Work Relations (*Robert W. Witkin*) 191
13.1 Organizational Style 191
13.2 An Organizational Problematic 194
13.3 Material and Culture Values in Job Evaluation 195
13.4 The Situational Frame 197
13.4.1 Usurpationary Challenge 197
13.4.2 Corporate Impediment 197
13.4.3 Key Organization Personnel 198
13.5 The Blocking Phase 198
13.6 The Collusive Phase 199
13.7 Analysis 200
13.8 Conclusion 203

Chapter 14 207
Aesthetics and Organizational Skill (*Antonio Strati*) 207

Part V. Whole Organizations 223

Chapter 15 225
Computers in Organizations: The (White) Magic of the Black Box (*Jacques F. Brissy*) 225
15.1 Introduction 225
15.1.1 The Mysteries of Cybernetically-Based, Computer-Assisted Management Control 225
15.1.2 A Note on Microcomputers 226
15.1.3 We Agree That It Is There, but We Disagree on What It Means 227

15.2 The Analyst: From Analogy to Model to Utopia 228
15.3 The Participants: From Mystery to Magic to Alchemy 230
15.4 Is There a Pilot in This Aircraft? 234

Chapter 16 237
The Organizational Sensory System (*Klara Pihlajamäki*) 237
16.1 Introduction 237
16.2 Visual and Acoustic Space 238
16.2.1 Visual Space 238
16.2.2 Acoustic Space 239
16.2.3 The Relationship Between Eye and Ear 239
16.3 Tactile Space 240
16.4 Organizational Senses and Spaces 241
16.4.1 Senses 241
16.4.2 Spaces 242
16.5 The Empirical Case 242
16.6 Methodological Issues 243
16.6.1 Methodological Problems 243
16.6.2 The Applied Method 243
16.7 Some Empirical Manifestations 244
16.7.1 Introduction 244
16.7.2 Media and Their Interplay 245
16.7.3 Cultural Context 247
16.7.4 Space Dynamics 249
16.7.5 Organizational Tactility 251
16.8 Concluding Remarks 253

Chapter 17 257
The Dynamics of Organizational States of Being (*Ellee Koss*) 257
17.1 Vision 259
17.1.1 Qualities and Characteristics 259
17.1.2 Operating Principles 259
17.1.3 Implications 259
17.2 Fusion/Diffusion 260
17.2.1 Qualities and Characteristics 260
17.2.2 Operating Principles 261
17.2.3 Implications 261
17.3 Confusion 262
17.3.1 Qualities and Characteristics 262
17.3.2 Operating Principles 262
17.3.3 Implications 262
17.4 General Implications for Organizations 263
17.4.1 Critical Assumptions 264
17.4.2 Dynamic Principles 264
17.4.3 Entropic Principle 264
17.4.4 Evolutionary Principle 265
17.4.5 'No Rules' Principle 265

17.4.6 The Dynamics of Subsystems . . . 265
17.4.7 Entropic Approach . . . 266
17.4.8 Evolutionary Approach . . . 266
17.4.9 Critical Mass Approach . . . 266
17.4.10 'No Rules' Approach . . . 266
17.5 Conclusion . . . 267

Part VI. Against Conclusions: Comments on Theory and Post-Modernism . . . 269

Chapter 18 . . . 271
Seeing Through: Symbolic Life and Organization Research in a Postmodern Frame (*Andrew Travers*) . . . 271
18.1 The Frame of "Seeing Through: Symbolic Life and Organization Research in a Postmodern Frame" . . . 271
18.2 It Is Impossible . . . 274
18.3 What Is Metafiction? . . . 277
18.4 Seeing Through? . . . 279
18.5 Travers in One of His Own Voices . . . 280
18.6 The Writing on the Wall . . . 282
18.7 Research . . . 283

Chapter 19 . . . 291
Organizational Bricolage (*Stephen A. Linstead and Robert Grafton-Small*) . . . 291
19.1 Organizational Bricolage . . . 291
19.2 What Is Bricolage . . . 291
19.3 Sperber and Symbolism . . . 293
19.4 The New Semiotics . . . 295
19.5 Eco and Anthropology . . . 295
19.6 Textuality . . . 296
19.7 One Green Bottle . . . 298
19.7.1 The Production and Employment of Objects Used for Transforming the Relationship Between Man and Nature . . . 299
19.7.2 The Economic Exchange of Goods . . . 300
19.7.3 Kinship Relations as the Primary Nucleus of Institutionalized Social Relations . . . 300
19.8 The Name of the Roses . . . 301
19.9 After the Fact, as Theory Arose . . . 306
19.10 Against Conclusions . . . 307

Authors' Biographical Notes . . . 311

List of tables

7.1 Summary of results for Network A
7.2 Summary of results for Network B
7.3 Matrix of relationships- Network A
7.4 Matrix of relationships- Network B
11.1 The average dogmatism index of the group at Time 1 and Time 2 in the nine sessions of the program
11.2 Level of dogmatism at Time 1
11.3 Difference between dogmatism at Time 1 and Time 2
17.1 Characteristics of vision
17.2 Characteristics of fusion/diffusion
17.3 Characteristics of confusion
17.4 Operational implications of dynamic principles
17.5 Operational implications of dynamic subsystems principles

List of figures

2.1 Organizational chart of the medieval Lüneburg Saltern
2.2 The corporate constitution of the medieval Lüneburg saltern
4.1 Diagrammatic representation of the main actors in the flirting ritual and their relations
7.1 Networks defined by the dialectics of its symbolic and power activities
19.1 Advertisment with roses