Contents

27

0 1
Defining Roles: Acting as Representative 47
Taking Charge: Acting Like a Lead Bargainer 69
Front Stage and Backstage 85
The Logic and Limits of the Traditional Process 113
Transforming Roles and Rituals: Case Studies in Change
Managing around Roles: New Bell Publishing 135

Ignoring Roles and Rituals: International Harvester

Acknowledgments

1

The Social Logic of the Negotiation Ritual

Defining Groups: Whose Side Are You On?

Introduction

1

I

2

3

4

5

6

II

7

8

viii Contents

9 Reshaping Roles and Rituals: Midwestern University 177

- 10 Rejecting Mutual Gains Bargaining: Texas Bell and Western Technologies 207
- 11 The Logic and Limits of Change 229

References 239

Index 249