

Contents

1. Seeing Cultures from Different Points of View, 3
 - Research Dilemma, 3*
 - Seeing Cultures Differently, 5*
 - Blurring Categories and Deconstructing Meta-theories, 11*
 - Limitations, 17*
 - Overview, 19*
2. OZCO: Gathering the Data, 22
 - Sample, 22*
 - Data Collection, 23*
 - Writing About Culture, 24*
3. OZCO: An Integration View, 28
 - Facilitating Egalitarianism, 28*
 - Encouraging Innovation, 31*
 - Fostering Concern for Employee Well-being, 33*
 - A Matrix Framework for Understanding Cultures, 36*
 - The Specialist versus Generalist Debate, 40*
 - What the Matrix Framework Cannot Do, 43*
 - Havens of Homogeneity and Harmony, 43*
4. The Integration Perspective: Harmony and Homogeneity, 45
 - Organization-wide Consensus, 46*
 - Consistency, 48*
 - Clarity and the Exclusion of Ambiguity, 51*
 - Defining Culture from an Integration Perspective, 53*
 - When Individuals Deviate, 57*
 - Integrated Cultures: The Key to Organizational Effectiveness? 59*
 - Integration Views of Cultural Change, 61*
 - Methodological Critiques, 65*
 - Substantive Critiques: A Preview of the Other Perspectives, 67*

5. OZCO: A Differentiation View, 71
 - Challenging Claims of Egalitarianism*, 71
 - Impediments to Innovation*, 74
 - Lack of Concern for Employee Well-being*, 76
 - Hotbeds of Contradiction and Conflict*, 78
6. The Differentiation Perspective: Separation and Conflict, 83
 - Introduction to Difference*, 83
 - Inconsistency*, 85
 - Consensus Within Subcultural Boundaries*, 88
 - Channeling Ambiguity Outside Subcultural Boundaries*, 93
 - Differentiation at the Organizational Level of Analysis*, 94
 - A Differentiated View of the Self*, 94
 - Defining Culture from a Differentiation Perspective*, 96
 - The Possibility of Organization-wide Consensus*, 98
 - When Individuals Deviate*, 100
 - Differentiated Views of Effectiveness*, 101
 - Differentiation Views of Cultural Change*, 104
 - Methodological Critiques*, 106
 - Substantive Critiques*, 109
 - Nexus: Bringing the Environment In*, 109
 - Next Step: Fragmentation*, 114
7. OZCO: A Fragmentation View, 118
 - Egalitarianism?* 118
 - Innovation?* 121
 - Concern for Employee Well-being?* 123
 - Layers of Ambiguity*, 127
8. The Fragmentation Perspective: Multiplicity and Flux, 130
 - A World Without Simplicity, Order, and Predictability*, 131
 - Beyond Exclusion and Channeling: The Centrality of Ambiguity*, 133
 - Defining Ambiguity*, 134
 - Introduction to Fragmentation: Modes of Thinking*, 135
 - Beyond Consistency and Inconsistency to Complexity*, 141
 - Beyond Consensus to Multiple, Fragmented Interpretations*, 150
 - Defining Culture from a Fragmentation Perspective*, 152
 - Fragmentation at Different Levels of Analysis*, 154
 - A Fragmented View of Effectiveness*, 157
 - Fragmentation Views of Cultural Change* 159

Methodological Critiques, 162

Substantive Critiques, 164

9. Cultural Change: Moving Beyond a Single Perspective, 168
 - Types of Cultures: An Objectivist, Single-perspective Approach, 170*
 - Objectivist, Multiperspective Views of Cultural Change, 171*
 - A Subjective, Multiperspective Approach, 174*
 - Hidden Perspectives: The Ambiguity Seminar, 175*
 - The Dynamics of Suppression: Home and Hidden Perspectives, 177*
 - A Three-Perspective View of Change: Peace Corps/Africa, 179*
 - Moving Across Perspectives: Possible? 183*
 - Moving Across Perspectives: Desirable? 185*
 10. Giving Up the Authority Game: A Postmodern Critique of the Three-Perspective Framework, 189
 - A Search for the Fourth Perspective, 190*
 - Other Ways of Carving Up This Field of Inquiry, 190*
 - A Postmodern Critique of the Three-perspective Framework, 192*
 - A Quasi-impressionist Tale, 197*
 - Giving Up the Author/ity Game, 200*
- References, 205
- Index, 219