

Contents

| | |
|---|------|
| Preface | xiii |
| Chapter 1 Organizations and Change..... | 1 |
| 1.1 Organizations and change..... | 4 |
| 1.2 Organizational action for change .. | 7 |
| 1.3 The study of action for change ... | 10 |
| Chapter 2 The Irrationality of Action and Action Rationality | 13 |
| 2.1 The decision-making paradigm and irrationality | 15 |
| 2.2 Conditions of organizational action | 18 |
| 2.3 Decisions as action-generators | 21 |
| 2.4 Ideologies that facilitate action | 28 |
| 2.5 Conclusions..... | 31 |
| 2.6 Towards a theory of organizational action for change | 32 |
| Chapter 3 Rationalities, Uncertainties and Actions | 35 |
| 3.1 Uncertainty | 37 |
| | vii |

| | |
|---|----|
| A subjective concept of uncertainty . | 37 |
| Types of uncertainty | 40 |
| Effects of uncertainty | 41 |
| Risk | 43 |
| What constitutes stakes in organiza- tional actions? | 43 |
| 3.2 Rationalities and uncertainty | 45 |
| Decision modes | 45 |
| 3.3 Rationalities, motivation, commitment and expectations | 50 |
| Risk reduction and motivation | 50 |
| Risk reduction, commitment and expectations | 52 |
| The two rationalities and risk reduction | 53 |
| 3.4 Implications—managing uncertainty | 55 |
| Preventing risk-taking | 57 |
| Conclusions | 58 |

| | |
|---|----|
| Chapter 4 Action Rationalization— Injection Action Rationality into Rationalistic Decision Processes..... | 59 |
| 4.1 A decision process in outline | 62 |
| Background | 62 |
| SSAB 82..... | 65 |
| After the decision | 67 |
| 4.2 A rationalistic decision process generating commitment rather than choice | 67 |
| No choice | 68 |
| No generation of motivation or expectations | 69 |
| Generating commitment | 72 |

| | | |
|-----------|--|-----|
| | Committed representatives | 75 |
| | 4.3 Generating expectations | 76 |
| | 4.4 No influence | 78 |
| | 4.5 Conclusions | 83 |
| | Action rationalization | 83 |
| | Action inertia | 85 |
| | Implications for influence-wielders .. | 85 |
| Chapter 5 | Ideologies and Change Action | 87 |
| | 5.1 The impact of ideological conclusiveness | 89 |
| | Objective ideologies | 90 |
| | Ideologies and decision-making | 93 |
| | Attribution | 94 |
| | Ideologies and change | 95 |
| | 5.2 Social deadlock ^{Stillstand} —the impact of ideological inconsistencies | 96 |
| | An organization striving for change . | 97 |
| | Organizational ideologies in Runtown | 103 |
| | Ideologies and social deadlock | 109 |
| | Conflict | 115 |
| | 5.3 Conclusions | 117 |
| Chapter 6 | Ideological Change | 119 |
| | 6.1 Ideological complexity and ideological change | 121 |
| | Ideological change | 122 |
| | 6.2 Imposed change—a case | 127 |
| | The case | 128 |
| | Differences between ideologies | 132 |
| | Strategies for change | 134 |
| | Strategies against change | 135 |

| | | |
|-----------|---|-----|
| | 6.3 Analysis, ideology as legitimation of past | 137 |
| | The timing of change actions | 137 |
| | Communication problems | 139 |
| | Refining existing ideologies | 141 |
| | Making the change adaptive | 141 |
| | 6.4 Conclusions | 142 |
| | Legitimation and change | 143 |
| | ‘Changeful’, ‘changeable’ organizations | 144 |
| Chapter 7 | Change Actions in Political Organizations | 147 |
| | 7.1 Organizational actions in political organizations | 151 |
| | Methods of mobilizing organizational action | 153 |
| | 7.2 Change actions in political organizations | 157 |
| | Other obstacles to change | 159 |
| | Political organization and change ... | 163 |
| | 7.2 Administrative subunits in political organizations | 164 |
| | Politics and administration as ideal types | 164 |
| | Politics and administration in practice | 165 |
| Chapter 8 | Summary and Implications | 171 |
| | 8.1 A theory of organizational action . | 173 |
| | Interrelations between motivation, expectations and commitment | 174 |
| | Starting-points for actions | 175 |
| | Uncertainties and conflicts | 176 |

| | |
|-------------------------------------|-----|
| Ideologies | 177 |
| Change actions | 180 |
| Changefulness and changeability ... | 181 |
| 8.2 Implications | 182 |
| References | 187 |