CONTENTS

LIST OF FIGURES			xix	
IJ	ST OI	F TABLES	xxi	
1	Historical perspective: The Pragmatist adventure, from anti-Cartesianism to anti-Taylorism			
		The Metaphysical Club (1872): The origins and first steps of pragmatism The fight against Cartesian idealism	2 5	
		The main figures of classical pragmatism: Peirce, James, Dewey, and Mead An era of decline: from Pragmatism to pragmatism	6 15	
	1.5	Walter Shewhart: The anti-Taylorian exploration at the Hawthorne Works (1924)	18	
	1.6	From the linguistic turn to the pragmatic turn: Rorty and Putnam	22	
2	Semiotic mediation at the heart of organizing: Questioning the			
	rep	resentation/reality dichotomy	27	
		The representationalist mainstream of organization studies	28	
		Two mass distribution companies: A difficult logistic integration	33	
		Struggling for work safety in a building company	36	
		Discussion of the cases: The pragmatist critique of representationalism	38	
		The pragmatist theory of semiotic mediation	40	
		The pragmatist basis of the mediation concept: Thirdness and triadic sign	43	
		Semiotic mediation: The gate to temporality and sociality	48	
		Reassessing sociomateriality	51	
	2.9	Conclusion: Signs insinuate ghosts into organizational situations	54	
3	Hab	its: The actional view of organizations	58	
	3.1	From the actional to the informational paradigm of organization: A historical "drama"	60	
	3.2	Two cases	66	
	3.3	The pragmatist focus on action and meaning	69	
		The pragmatist theory of habit	72	
	3.5	Revisiting the two cases	81	
		Activity as a collective discourse expressed in the language of habits	83	
		Some convergences with other theoretical frameworks	87	
		Conclusion	88	

4	Inqu	iry: The process of thinking, acting, and mediating	94		
	4.1	Introduction	94		
	4.2	Searching for performance in the cardiology department of a hospital	95		
	4.3	The pragmatist definitions of inquiry: Belief, doubt, and situation	101		
	4.4	Inquiring versus controlling and problem-solving frameworks: In			
		search of a problem	105		
	4.5	Inquiring as a social process: The community of inquiry	108		
	4.6	From the "mind first" dualism (thought versus action) to thought/action integration	109		
	4.7	The inquiry involves three types of inference: Abduction, deduction, induction	111		
	4.8	The inquiry is mediated and mediating	116		
	4.9	Methodological and managerial implications	118		
	4.10	Conclusion: Habit and inquiry, a recursive theory of action	119		
5	Trans-action: Beyond the individual/collective dualism, the dialogical				
	appro	pach to sociality	124		
	5.1	Introduction	124		
	5.2	The "sharedness" mainstream and its limitations	125		
	5.3	A few cases	128		
	5.4	The pragmatist dialogical and trans-actional approach to sociality	133		
	5.5	Dewey and Bentley's theory of trans-action	139		
	5.6	The trans-actional approach to sociality	149		
	5.7	Conclusion	153		
6	Com	nunity of inquiry: Trans-actional inquiry and common concern	158		
	6.1	Introduction	158		
	6.2	Case study: Communities of inquiry and communities of practice at			
		Electricité de France (EDF)	159		
	6.3	Classical pragmatism and communities of inquiry	167		
		Two types of solidarity, two types of community	173		
	6.5	Communities of process, activity systems, and shared concerns	177		
	6.6	Managerial applications of the pragmatist approach to the community of inquiry	181		
		Conclusion	185		
7	Abduction				
	7.1	Introduction	189		
	7.2	Historical definitions of abduction	190		
	7.3	Abduction as a social process	196		

7.4	The case study: Re-inventing urban planning	200			
7.5	Discussion of the case: Four key characteristics of the tested process	207			
7.6	Abduction in the organizational world	212			
7.7	Conclusion: The social process of abduction fabulates the				
	collective future	218			
8 Value	and valuation	223			
8.1	Introduction	223			
8.2	Four short stories of valuation	223			
8.3	From dualist value to pragmatist valuation	231			
8.4	The valuation process is mediated by valuation tools	240			
8.5	Conclusion: What is at stake in the pragmatist approach				
	to valuation?	250			
9 Pragr	natism, a process perspective on organizations	255			
9.1	Introduction	255			
9.2	The process turn in organization studies	255			
9.3	Six questions raised by the process approach to organizations	257			
9.4	Pragmatism: A process-oriented thought	262			
9.5	The process of organizing in the light of pragmatist analyses	273			
9.6	Conclusion: Some managerial and methodological implications	282			
10 The p	ragmatist influence on managerial ideas and practices:				
The s	trange history of lean management	289			
10.1	Introduction	289			
10.2	Mary Parker Follett, "prophet of management"	289			
10.3	Chester Barnard: Cooperation and authority	293			
10.4	Donald Schön and reflection-in-action	294			
10.5	Action research and the Tavistock Institute	295			
10.6	The pragmatist sources of quality and "lean" management	296			
10.7	The original features of "lean management" inspired by pragmatism	303			
10.8	The call center case	308			
10.9	Dominant practices of "lean" management today: Back to Taylorism	311			
10.10	Conclusion	317			
Postf	ace: A few lines of temporary, exploratory, and practical conclusion	323			
INDEX OF	CASES	329			
NAME INE	NAME INDEX				
SUBJECT INDEX					