

## The Unfinished Business of Thatcherism

# The Values of the Enterprise Culture



PETER LANG New York • Washington, D.C./Baltimore • Boston Bern • Frankfurt am Main • Berlin • Vienna • Paris

#### TABLE OF CONTENTS

List of Tables	xiii
List of Abbreviations	xv
Preface and Acknowledgments	xvii
Introduction	xix
PART I	
THE ENTERPRISE CULTURE AND BRITISH CULTURES	
CHAPTER 1	
DECLINE AND IDEOLOGY:	
THATCHERITE ANALYSIS AND PRESCRIPTION	1
Introduction	1
Ideology and Culture	2
Decline	6
Thatcherite Analysis	9
A Very Important Sub-Theme	14
CHAPTER 2	
HEGEMONY AND CONSENSUS	23
Introduction	23
Characteristics of the Gentlemanly Culture	24
Way of Life	25
Ideology	30
Effects on Parties and Political Actors	31
Conservative Party	32
Labour Party	41
Consensus	47
Corporatism	47
The Civil Service	50
Secrecy	52
CHAPTER 3	
MANUFACTURING TRADITION:	
PROSTRATE AT THE FEET OF FEUDALISM	61
Introduction	61
The Rise of the Business Classes	62
Gentlemanly Transition	64
Education and the Practical Man	66

#### Table of Contents

Resistance to Competitive Capitalism	69
Conservatism	72
Style, Authority, and Organizational Culture	74
Comparison with the United States	76
CHAPTER 4	
THE COMMUNITY OF PRACTICAL MEN	85
Introduction	85
Ideological Development	86
Culture and Community	89
Practical Men, Education, and Automation	90
Unions and Management	95
Fragmentation and Competition	95
Strikes and the Work Ethic	97
Joint Participation	102
Individualism, Community, and Laissez-Faire	106
PART II THATCHERISM AND THE VALUES OF CAPITALISM AND MODERNITY	
CHAPTER 5	
BELIEF AND FACTICITY	115
Introduction	115
Problems of Evaluating Micro-Economic Agenda	118
The Contemporary Conventional Wisdom	121
Another Analysis	130
CHAPTER 6	
STATE GEESE ARE NOT GREAT LAYERS:	
POLICIES INCREASING PRIVATE OWNERSHIP	133
Introduction	133
Privatization and Ownership Policies	135
Rationale	135
Long-Standing Opposition to Nationalization	137
Privatization of State-Owned Firms	142
Extending Ownership	145
Reducing Governmental Intrusion	150
Social Welfare	153

/

CHAPTER 7	
THE NEW ECONOMIC LANDSCAPE:	
OPINION, PROPERTY, AND POCKETBOOKS	161
Introduction	161
Privatization of Industry	162
Privatization of Public Housing	165
Removing the State	167
Regulation	167
Wage and Price Control	1 <b>69</b>
Job Creation	171
Subsidization	172
Social Welfare and Redistribution	174
Increased Spending	174
Use Other Peoples' Taxes	177
CHAPTER 8	
KNOWING THE VALUE OF EVERYTHING	
AND THE PRICE OF NOTHING:	
ATTITUDES TO PROFIT AND CONSUMPTION	189
Introduction	189
Devaluing Money	191
Valuing Money	197
Thatcherism, Prosperity and Consumption	202
CHAPTER 9	
THE LOVE THAT DARES NOT SPEAK ITS NAME:	
MONEY-LUST AND THE BRITISH	
Introduction	211
Commerce and Consumption	212
Roman Empire to Middle Ages	212
Tudor Era to Restoration	215
House of Hanover to Victorian Era	220
Twentieth Century	230
CHAPTER 10	
RIVULETS OF CHANGE AND THE	
RIPTIDE OF TRADITION	239
Introduction	239
Deficiencies in Schools	241
General Achievement	241

1

### Table of Contents

Vocational Training	241
Deficiencies in Professional Expertise	242
Science and Engineering	242
Business Management	244
Civil Service	246
Schools Reform	247
General Achievement	247
Vocational Training	251
Reforms for Professional Proficiency	257
Science and Engineering	258
Business Management	262
Civil Service	266
CHAPTER 11	
THATCHERISM AT WORK	-279
Introduction	279
The Hardworking British	281
Survey Evidence	281
The Not So Hardworking British	286
Non-Survey Evidence	286
Survey Evidence	290
Workplace Relations and Productivity	295
A Common Purpose	301
CHAPTER 12	
CONCLUSION:	
THE LADY WAS NOT A GENTLEMAN	313
Introduction	313
The Barbs of Social Class	314
The Thatcherite Response	318
The Gentlemen Remain	320
A Political Traditionalist and Economic Radical	324
A Cavalier with Roundhead Sympathies	329
Select Bibliography	335
Index	347

,