

Identity Negotiation	61
Social Order Negotiation	64
Knowledge Negotiation	67
Policy Negotiation	68
Living with Ontological Insecurity	71
A Case of Suppressed Negotiation	74
6. Communication in the Age of Negotiation	79
Decision Making, Individual Autonomy, and Information	82
The Social Production/Reproduction of Person and World	84
The Politics of Experience	85
The Person as a Social Construction	88
Productive and Reproductive Interactions	90
7. Dialogic Communication and Political Practice	97
The Informational View Expanded	101
Strategic Interaction	102
The Limits of Involvement	104
A Dialogic Communication Perspective	106
Advocacy or Negotiation	108
8. Autonomy, Control, and Consent in the "Greedy Corporation"	113
The Passing of Older Forms of Control	115
The Nature of Consent	118
Consent and the Autonomous Individual	119
Strategizing One's Own Subordination	124
9. Consent and the Politics of Representation	127
Representation and Decision Making	128
Consent and the Politics of Economic Representation	132
Consent and Informational Codification	134
Information Politics	134
In-formation Politics	136
Missing the Political Through the Reduction of Communication to Information Transfer	138
Consent and Cultural Politics	141
10. Consent in a Knowledge-Intensive Company	145
Knowledge-Intensive Work and Management	146
Autonomy and Self-Management	146
Complex Communication Processes	147
Unstable Structures and Environment	147
Direct Employee-Customer Relation	148
Management's Reinstitution of Control	148

Contents

Acknowledgements	xi
Introduction	xii
1. Embracing the Future	1
The Move to Stakeholder Participation	3
Basic Assumptions	6
My Approach	10
2. What Went Wrong?	11
The Decline in Corporate Responsibility	12
The Economic Failure of Corporations	15
The Social Symbolic Games that Determine	18
Managerial Decisions	19
Short-Term Financial Decision Making	22
Failed Solutions	22
Why the Marketplace Fails	25
How Government Intervention Fails	29
3. Corporations and Public Decision Making	31
Public Decisions in Private Sites	32
The Growing Public Effects of Private Corporations	36
The Corporation as an Appropriate Political Site	37
Representation Rights and Competing Ownership Claims	38
Ownership and Representation	40
Managerial Stewardship	43
4. A Multiple Stakeholder Model of Representation	44
The Autonomous Corporation and Economic Representation	48
A Multiple Stakeholder Model	57
5. Diversity and the New Negotiative Context	59
Eroding Consensus and New Arenas for Negotiation	59

The Person in a Knowledge-Intensive Firm	150
I am Real, the Game I Play is Not	152
Which is Which?	152
The Strategic Value of the Ambiguity	153
Misrecognition of Agency	154
The Simulation	156
Suppressed Conflict	158
11. Starting the Dialogue	161
Critiquing Consent	162
From Critique to Reformation	167
Internal Corporate Reconception	169
Developing a Discourse of Resistance	171
Conclusion	173
12. Stakeholder Representation and Building the Better	
Mousetrap: The Saturn Case	175
History of Saturn Corporation	176
Organizing Principles and Partnership Structure	177
Partnership Decision Making	180
Where to From Here?	183
References	185
Author Index	199
Subject Index	203