



## **Notework**

**The Newsletter of the Standing  
Conference on Organizational  
Symbolism**

**November 2001 issue**



## Editorial

### Jo Brewis

Welcome to the November 2001 issue of Notework. For those of you who are wondering, the cover image doesn't have very much to do with anything – it just appealed to me ... as you will also have noticed, we are back in hard copy as we will be for all November issues from now on. We're online as well though, behind the *highly* exclusive members' firewall, which gives me all the excuse I need to shamelessly plug the website (<http://www.scos.org>) and the fact that you can join SCOS there for free (as well as by using the hard copy form which appears again in this issue) yet again.

This issue starts with a call for the next SCOS conference – Budapest 2002. Please do note, however, that the deadline for abstract submission (**30.11.01**) is rapidly approaching and that the conference looks set to be very popular – so make sure you get yours in for what will certainly be a superb event. It also contains summaries of two Board meetings (heavily edited for the easily bored out there) as well as some updates on SCOS marketing activities, a review of Peter Elsmore's *Organizational Culture: Organizational Change?* (Aldershot: Gower, 2001), Joanne Entwistle's reflections on New York in the wake of the terrorist attacks on the World Trade Centre on the 11<sup>th</sup> September, Lucinda Burgess's 'Disembodied voices and unlimited choices', her account of the outside world after eleven years in a Buddhist monastery, information about the new journal Reason in Practice from editor Nigel Laurie and an ESRC seminar on Ethnicity in Organizations from Gavin Jack plus three (count 'em!) calls for papers on topics ranging from organizational spirituality through ethnomethodology to the art of management and organization.

Time for my usual reminder: if you haven't already, you might also want to join our [scos@jiscmail.ac.uk](mailto:scos@jiscmail.ac.uk) listserver, by sending the following message to [jiscmail@jiscmail.ac.uk](mailto:jiscmail@jiscmail.ac.uk):

join scos first name last name

so I would send the message:

join SCOS Jo Brewis

**NB** leave the "Subject" field in your message blank

**NB 2** please note the new host (Jiscmail) for the list, which was formerly hosted by Mailbase

Please also spread the word about SCOS (and especially the calls for papers) to anyone you think might be interested.

Anyway, enough already ... heartfelt thanks are due to everyone who has made this issue possible through their contributions – as ever, it's really appreciated. I'd also like to make my usual plea to you all to keep it coming ... my contact details are shown below, and the deadline for the next issue is **March 15<sup>th</sup> 2002**.

May the road rise with you ...

Jo

### **Editor's contact details**

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## **Notes from the (new) Chair**

### **David Richards**

When Jo reminded me it was time for the Chair's report I thought she said Chair report and was busy counting and categorising: two with wheels, one with arms, one blue upholstered, one wooden ... After coming to my senses I realised she was referring to the contribution to Notework from the Chair of SCOS and I was surprised to be reminded that was now me. Seeking inspiration from the work of others (you may say as is usual) I consulted previous Notes from the Chair to

find that Steve Linstead had set a competition in November 2000. The prize was a bottle of Irish whiskey. Utterly failing to remember whether anyone had won it [ed. – nope, don't recall that anyone has!], I thought it would probably therefore be safe to set one of my own for Budapest (see later).

This year's conference at Dublin, organised by John Bergin of the University of Wolverhampton, admirably continued the traditions of SCOS whilst reinterpreting them in an Irish context. The hospitality and friendliness of Dublin and its people combined with a comfortable intellectual atmosphere to produce a memorable conference. Perhaps I mean generally rather than specifically memorable, since parts of the hectic social calendar seem to have interfered with my ability to remember some events very clearly if at all.

Nevertheless here are a few recollections of some memorable sessions:

Marina Barnard's plenary.

A parallel session that examined some nice heresies.

Paul McGrath's cool yet passionate dissection of the IRA.

Donncha Kavanagh on the Trekkies.

Geoff Lightfoot and Simon Lilley once again ending the conference with a multimedia "son et lumiere" show. Was I the only one who was unable to read the slides? Was it pink text on green?

The social events had style and panache. They required and encouraged us to interact with the people of Dublin and their railway system. First we travelled to Dun Laoghaire at the Southern tip of Dublin Bay for an excellent first night meal at Brasserie Na Mara, then to Howth in the North for an Irish musical evening and banquet at the Abbey Tavern, and back to Howth for the final gala dinner at King Sitric, which has to be one of the world's best seafood restaurants – they'd even designed the menu to fit in with the conference theme. I was impressed once again by the admirable ability of Scosers to solve complex mathematical and logistical tasks, such as reading a timetable, calculating the required amount and handing over the fare whilst being barely able to stand. Not many people got lost (I think). We also visited the Dublin Writers' Museum in the city itself for a stimulating evening entitled 'Birth of the Cynical Mind: Swift, Joyce and Beckett', and led by organiser John Bergin and his partner in crime Slawomir Magala.

Staying on the Trinity College campus was excellent. Drinking lots of Guinness was too (and I was able to confirm, yet again, that it really is different in Ireland). Other things were drunk too I believe. Did that whole bottle of whiskey (well, actually whisky, since heretically it was Scotch) really get drunk during a few early hours on the campus? Yes I'm told it did, but as an Aussie was said to be involved and they are well known for being averse to alcohol, I just don't believe it. Dancing also took place, with one Scosser doing an excellent impression of a whirling dervish [ed. - hope you're not referring to me, matey!].

The Annual General Meeting was the last formal conference event, when I took over from Steve Linstead and we were able to register our appreciation for all his

work as Chair over the past few years and his great success in encouraging a new renaissance of interest and vigour into SCOS. The Board hopes this will continue.

Don't forget to visit our recently re-renovated website [www.scos.org](http://www.scos.org) to find out more about SCOS and about our 20<sup>th</sup> Conference in Budapest. The next board meeting will be held there in preparation for next July and it will be my first visit. Of course Budapest has a reputation as a great city and we have excellent people organising the conference so, if you haven't yet sent an abstract, do so today (thinks, I must do that too). Oh, and the competition. 1) The Hungarian language has much in common with only one other European language. Which one? 2) A Hungarian wine is said to have been named as the "wine of kings, king of wines" by a King of France. What are the names of the wine and the King? Get the answers right and you will win a bottle of the wine, or a prize of equivalent value. Send your answers to Jo Brewis by the deadline for submissions to the next Notework (**March 15<sup>th</sup> 2002**). More than one correct answer and a name will be drawn at random. Budapest Conference organisers and their friends and families cannot enter. The Chair's decision is, as in all matters of substance ~~is~~, final and no correspondence will be entered into, although letters of complaint may be published if Jo is feeling narky.



## Conference Addendum

Here are a few unsolicited comments from a totally unrepresentative sample of attendees at the 19<sup>th</sup> SCOS Conference, Dublin, July 2001. Full names have been removed to protect the not so innocent.

Well thanks first of all for a great conference. I found many of the papers intellectually stimulating and thought provoking. As for the social activities, well they were a bit of a bore.

Drinking, eating, drinking, singing, drinking, dancing, drinking, clapping, drinking, laughing, drinking, kissing men (well only one actually, but I won't mention the name), and more drinking. I mean, couldn't you have come up with something better?

*MS, Australia.*

Great conference and what hosts you are! I'm still trying to slow down! Ta.

....a great conference not only for the fun and community but for the intellectual stimulation -- I just ordered some Foucault soI can try to catch up the rest of the mob!

*CP, USA*

Just to let you know that you did a great job in Dub. Friendly, well-informed, omnipresent. etc. Thanks a lot. I had a wonderful time.

*AvI, Netherlands*

We must say that Dublin was one of the best SCOS conferences in a long while. Well done.

*A & JM, Canada*

That was a classic SCOS conference.

*N & P, UK*

“A blinding conference”.

*The SCOS Board.*

### **Fuzzy Photographic Evidence** or “Is it or is it not the usual suspects?”.

Some (but not all) of the above contributors appear to be having a good time whilst (nearly) being supported by the columns of Trinity College. It is believed the Conference organiser might also be in the picture (although he isn't always). The prayers from the gentleman in the white jacket are believed not to have resulted in salvation, at least on this occasion. A whisky bottle can be dimly seen.

A prize for anyone who can identify all persons present (rules vaguely as above).



## CALL FOR PAPERS

### 20<sup>th</sup> Anniversary Standing Conference on Organisational Symbolism

# *Speed: Research and Representation in the Age of Instantaneous Organization*

**10<sup>th</sup>-13<sup>th</sup> July 2002  
Budapest, Hungary**

Hosted by the International Business School, Budapest, and organised in collaboration with the Department of Management Studies, University of Keele and the Business School, Oxford Brookes University

#### **Executive Summary**

Speed... is of the essence, or so we are endlessly told. Nearly one hundred years since Marinetti announced ... 'that the world's magnificence has been enriched by a new beauty: the beauty of speed', we remain in its thrall. Not just the 'powerful mechanical beasts' that so enamoured Marinetti, but also the 'instantaneous' transmission of more ephemeral 'information'.

For speed is never satisfied, acceleration is integral. From fast-cycle resourcing to just in time, from compressed development to shorter product life cycles, our innovatory call is faster, faster. We need the new, new thing and we need it NOW! *Where do you want to go today?*

Well, why not go to Budapest? Take some time to consider the compression of time and space on your journey. You could maybe ponder what is happening to your consciousness into the bargain. Is it becoming more fragmented, excessively rationalised, alienated even? What do the philosophers and social theorists have to say about this? Cite Benjamin, Bergson and Bauman. Refer to Giddens, Harvey... Virilio, Weber and Zizek. And what's going on under your feet to nations, political systems and the global economy as you speed through space in an insulated metal box? Let alone 'under your feet', what about the plethora of electromagnetic signals that are passing invisibly through your body as you sit there? What is such ubiquitous mass-mediation doing to you, to 'us' or to the organisations and cultures of which we form a 'networked' part? And what of the many people, attitudes, places and things that are 'othered' in the feverish pursuit of speed? So many things to think about as you sit there consuming your pre-packed, microwaved in-flight food (at least it's quick and convenient, even if it does give you indigestion).

Come to the conference, give your paper, listen to others, view the city (or at least the important bits that we've selected to show you on our whistle-stop tour), and fly out again. Pack more in. Time is of the essence. If you can afford to create some space in your busy schedule, write an abstract and send it to us (see below for details). Keep it brief. We're busy. What are you waiting for?

#### **Summary Executive Summary (This one has bullet points)**

SCOS XX invites interdisciplinary empirical, methodological or theoretical contributions addressing the phenomenon of 'speed and organisation'.

#### **Recommendations**

Possible themes might include the following (the list is intended to be suggestive only and we welcome creative interpretations of the conference title):

- ?? Speed and the VIRTUAL or CYBORGANISATION
- ?? The GENDERING of speed in organisations
- ?? Speed and CONSUMPTION

- ?? PHILOSOPHIES of speed
- ?? HISTORIES of speed
- ?? ANTHROPOLOGIES of speed
- ?? SOCIOLOGIES of speed
- ?? GEOGRAPHIES of speed
- ?? Speed and POSTMODERNITY
- ?? Speed and MODERNITY
- ?? `Speed' and PREMODERNITY
- ?? Speed and GLOBALISATION
- ?? The ETHICS of speed
- ?? The POLITICS of speed
- ?? COMIC or TRAGIC aspects of speed
- ?? The AESTHETICS of speed (just think of Glenn Gould)
- ?? Organisational AMPHETAMINES
- ?? The RHETORIC of speed
- ?? CULTURES of rapid CHANGE and TRANSFORMATION
- ?? Fast moving MANAGEMENT CONSULTANTS
- ?? Technologies and METHODS of rapid research
- ?? Organisation by `bullet point'

### **Open Stream**

The SCOS Annual Conference is intended as a forum where the latest developments in research on Organisational Culture and Symbolism may be presented, regardless of their direct relevance to the conference theme, and an Open Stream is set aside for this purpose. Papers are invited on any aspect of theory, methodology, fieldwork, interventions or themes which are of continuing interest to the SCOS community.

### **Workshops**

We welcome suggestions for workshops, performances or similar events as well as traditional paper presentations. Outlines of proposed workshops should be not less than the length of a paper abstract and should clearly indicate the resources required, number of participants accommodated, time required, the approach to be taken, and the objectives of the session.

### **Abstracts**

Abstracts of up to 500 words (who has time to write more?) should be submitted by **Friday 30<sup>th</sup> November 2001** to [scos@brookes.ac.uk](mailto:scos@brookes.ac.uk) (please send abstracts in MS Word97 or Rich Text format) or in hard copy to:

Peter Case

SCOS XX

Business School

Oxford Brookes University

Wheatley

Oxford OX33 1HX

UK

For inclusion in published proceedings, full papers should be submitted no later than Monday 22<sup>nd</sup> April 2002 (acceptance will be notified by mid-January 2002).

Conference organisers: Peter Case, Oxford Brookes University; Simon Lilley, University of Keele; Tom Owens, International Business School, Budapest.

HAVE YOU JOINED SCOS YET? Check out the SCOS Website at [www.scos.org](http://www.scos.org) to join SCOS free of charge, to obtain further information on SCOS and for links to the conference web page and on-line registration as these become available.

# **Executive Board Meeting Hotel Meliá, Alicante, Spain, 11<sup>th</sup> and 12<sup>th</sup> May 2001**

## **Press-ganged into it this time: Dave Richards**

Continuing our tradition of going to really awful ~~to~~ places for Board meetings, we found ourselves in this splendiferous hotel on Spain's Costa Blanca but did manage to squeeze time in between sunbathing, swimming and running round town trying to find a bar showing the FA Cup Final to discuss:

### **Alicante 2003**

The reason for holding the meeting at the hotel was to consider both Alicante and the Meliá as possible venues for the SCOS conference in either 2003 or 2004. Idoia Elosua, Head of Conventions and Banquets, therefore gave us a guided tour plus information about the facilities, resources and pricing for conferences held at the hotel, with written details of costings to follow. After the tour and our experience of staying in the hotel, we agreed that its facilities were excellent and that Alicante would also make a good venue for the conference. It was then agreed that Jo Brewis and Gavin Jack would be the organisers for a conference, hopefully to be held in Alicante, probably in 2003 (**ed.** – don't worry, I'll make sure Gav does all the important bits).

### **Notework**

We agreed to continue to send a hard copy of the November issue to all those on the SCOS database.

### **Treasurer's report**

Simon Lilley reported that funds were currently adequate, with a considerable surplus, although subscriptions to Studies in Cultures, Organizations and Societies from the Sao Paulo conference had yet to be paid for and monies were also due in from Edinburgh 1999.

### **Membership secretary's report**

Dave Richards reported that in December 2000 there were 830 people on

the SCOS database to whom Notework was mailed in January 2001. On 12 May 2001 there were 860 names (307 of whom are members) on the database. All members are also included on the electronic SCOS mailing list.

### **Ceremonies and rituals**

The SCOS accounts were, in a brief but moving ceremony, handed over by the outgoing Treasurer, Simon Lilley, to the incoming one, Robyn Thomas.

### **Studies in Cultures, Organizations and Societies**

Steve Linstead confirmed that the journal is now to be published by the Taylor and Francis group, following its takeover of Harwood. Heather Höpfl and Steve Linstead will jointly edit the journal, under its new title of Culture and Organization, from January 2002, with Bob Westwood (Asia Pacific) and Jean Mills (North America) as associate editors. From January 2002 there will also be four issues per year, with a maximum of five papers per issue.

### **Elections**

Julie Wolfram Cox has agreed to be an Australian regional representative. We also noted the continuing need for a new Chair, since Steve Linstead is taking over the journal's editorship.

### **Budapest 2002**

Simon Lilley reported that the conference will be based on the Buda side of the city. Many social events are in place already together with sponsorship of activities (transport, travel etc). Four speakers had been approached and one has accepted.

### **Web site**

The Board agreed that Matthew Higgins has done an excellent job on improving the site. It was also agreed that the site needs to be kept under review.

### **Marketing**

The Board considered ideas presented by Gavin Jack that had arisen from his market research. These were as follows:

- ?? A doctoral stream for PhD students at the annual conference. This was not supported due to concern about seeming to exclude this group from the conference's main activities.
- ?? Setting up a postgraduate group for students to tell us what they want from SCOS. This was supported and it was agreed to ask Campbell Jones (Keele

University) and Sam Warren (University of Portsmouth) to organise it. Gavin will draft a note to them.

- ?? Setting up sub-conferences attached to the main conference, which
- (i) might pave the way for the emergence of Special Interest Groups;
  - (ii) might also enhance the idea of SCOS as a network and research facilitator;
  - (iii) could be attached to Board meetings so that there are events throughout the year; and
  - (iv) could form the basis for an application for an ESRC seminar programme, as CMS has done.

The Board supported the idea, but thought that initially it should be left to interested people or groups to organise the sub-groups. It was agreed that Gavin would write something on this for Notework (**stop press:** and he has – at the end of the next set of minutes).

## **Executive Board Meeting**

### **Mulligan's (it's true, they're never out of the bloody place), Dublin, 30<sup>th</sup> June 2001**

### **Our venerable scribe: Anne-marie Greene (with some help from Dave Richards and Gavin Jack)**

Still a brilliant place for a Board meeting, and still serving the best Guinness in town, not to say the world. We warmed up for the Dublin conference by discussing:

#### **Events at SCOS conferences**

Further discussion took place on ideas supported at the previous meeting:

- ?? Special interest groups that might organise sub-conferences attached to the main conference. Themes discussed included organisational/ corporate culture, organisation theory, gender studies, power/ conflict, sexuality and teaching/ critical pedagogy (**stop press:** again see Gav's notes at the end of these minutes).

- ?? Workshops on publishing and writing, including journal editors talking about their journals.
- ?? The postgraduate group could generate their own themes and workshops.
- ?? An emphasis on papers as outcomes rather than as inputs.

All Board members were asked to contact Gavin Jack with ideas. He will report back to the next meeting.

### **Membership secretary's report**

Dave Richards reported that SCOS membership is now in excess of 330 people. There are continued problems with the randomly generated password for the web site, however, as people forget or lose them. Although Dave is able to locate a member's password if they e-mail him, he asks that we all try to remember our passwords. Otherwise his records of membership are not accurate as people end up joining more than once.

### **Notework**

The Board agreed that the latest online issue looked good. The Board thanked Jo Brewis for her work in getting this out.

### **Studies in Cultures, Organizations and Societies**

Steve Linstead reported that contracts with the new publishers have now been signed. The four issues a year will each be 96-98 pages long. The editorial board will need to exercise strategic discretion over whether this will mean four or five papers per issue. The publisher intends to have a launch event some time in 2002 and appears to be viewing the journal as a prime 4 or 5 star journal. As a consequence of the change of publisher, there is also some increase in resources for the journal involving administration assistance of around six hours per week and also printed address labels for all manuscripts in the reviewing process. The editorial address and funds will be based at the University of Essex, UK.

### **Elections**

*Chair:* Dave Richards was nominated for the position by Jo Brewis, seconded by Gavin Jack. There were no other candidates and so Dave was elected unopposed. Dave will take over the chair at the AGM in Dublin (**editor's note:** cheers Dave!!!).

*Membership Officer:* A new membership officer is required to replace Dave Richards, now elected Chair.

*Elections Officer:* Peter Case handed over elections duties to Alison Linstead.

## **Regional representatives**

David Bubna-Litic has agreed to be another Australian representative. Alison Linstead commented that reps were asking for suggestions for regional activities which they should be organising, and requested that Board members give this some thought.

## **Budapest 2002**

Peter Case reported that he had already received two abstracts and one full paper. Arrangements are proceeding well. An appropriate hotel had been identified where all delegates could stay. Possible social events include a boat trip along the Danube and a champagne reception at an art gallery in the Old Quarter.

## **Web site**

To reinforce the comments at the last meeting as recorded in the last minutes, Alison Linstead and Jo Brewis commented on the brilliant work that Matthew Higgins has put into the web site. Both felt that the Board should send him a letter of thanks, which was agreed. Alison also suggested that it would be a gesture of goodwill if the Board would agree to pay Matthew in advance for his work as he had put in a lot of labour prior to receiving any remuneration. It was therefore agreed to pay Matthew at the beginning of the calendar year for that year's work.

## **Marketing**

Unfortunately Sam Warren did not feel able to add to her workload by taking on the role of postgraduate rep, but Campbell Jones has agreed. The postgraduate group therefore needs another representative to help co-ordinate activities. Anne-marie Greene agreed to ask Ralph Haussman of Warwick University (**stop press**: who has now agreed to play this role alongside Campbell Jones – also see Gav's notes after these minutes).

Campbell Jones has asked SCOS to promote and support a PhD workshop at Keele University in September. Gavin Jack suggested that the Board could support the event with a drinks reception costing around £200 and at which flyers would be disseminated about SCOS and the Budapest conference. Board members were in agreement. All Board members were also asked to disseminate flyers for the workshop in their institutions (**stop press**: yup, you guessed it – see Gav's notes!).

### **ESRC seminar series**

Following discussion at the previous meeting, it was suggested that SCOS apply for monies from the ESRC for a seminar series on Culture and Organization to promote awareness of the re-launched journal. Concerns were also expressed that this should not be too similar to the series which has derived from the CMS conference: careful attention needs to be paid to differentiate the two. We also felt it would be useful to involve some of the new universities as hosts for the seminars. Steve Linstead and Gavin Jack are to discuss the idea further.

### **Membership fees**

Steve Linstead put forward a suggestion made by Routledge that SCOS membership should involve a fee, to cover the increased costs of supplying the re-launched journal to members. However, the Board felt that a decision could not be made at the meeting on the basis of existing information – Steve will therefore contact Routledge to ask them for a detailed proposal for discussion at a future meeting.

### **SCOS headed paper**

Anne-marie Greene felt it would be a good idea to have some official SCOS headed paper for letter writing etc. Alison Linstead pointed out that a letterhead template already exists and could be used for this purpose. Anne-marie was tasked with following this idea up.

### **Cross-journal subscriptions**

Steve Linstead reported that Routledge had suggested that there were some cross-subscription possibilities for Culture and Organization. The Board was asked to identify potential journals.

### **Dates of future conferences**

It was agreed that the conference planned for Alicante would be held in 2003 and that the subject would be 'Wellness'. Jo Brewis and Gavin Jack are to report on progress to the next meeting.



# Marketing update: hot off the Keele presses

## Gavin Jack

With thanks to all SCOS members who completed and returned our marketing questionnaire, here are a few notes to bring you up to date on how we have taken things forward. The results of the questionnaire suggested that members were keen to see the SCOS Board setting up a postgraduate group, organising an event for postgraduates and giving consideration to the construction of Special Interest Groups or special workshops hooked on to our conference. After discussions at our Dublin board meeting, we decided not to set up a 'doctoral stream' for postgraduate students. Instead we have appointed two postgraduate representatives whose task it is to collect ideas and suggestions from other postgraduate students on relevant activities the Board could help organise (either attached to or separate from the conference) and to report these back to us. The two postgraduate reps are:

Ralph Haussman ([Ralph\\_Haussman@hotmail.com](mailto:Ralph_Haussman@hotmail.com))

Campbell Jones ([c.a.jones@keele.ac.uk](mailto:c.a.jones@keele.ac.uk))

Could I please encourage you to pass on their names to any postgrads you know that might be interested in SCOS and who could suggest ideas for events?

Also in this regard, SCOS sponsored part of a recent PhD workshop hosted by the Department of Management, Keele University, UK in September. The event was organised by PhD students within the department (Emma Surman and Campbell Jones), and around 20 other delegates from other institutions attended. The title of the workshop was 'After Organisation Studies: Debating Alternative Futures' and it was organised around a series of semi-formal presentations from postgraduate students with an emphasis on open dialogue and discussion. By all accounts, the event was a great success with high levels of intellectual debate and a constructive and interactive environment in which to explore emerging research ideas. I was lucky enough to be able to attend the drinks reception paid for by SCOS and to extol the virtues of joining the organisation and attending its conferences. Hopefully we will see some new faces in Budapest next July.

On a final note, the SCOS Board decided to leave the initiation and construction of Special Interest Groups to interested individuals. If you are keen to set up a SIG pertaining to a topic which SCOS members might find of interest, please get in touch with any of the members of the SCOS Board (contact details behind the members-only firewall on the website – click on 'members', enter login and password and then click on 'board') so that we might assist you. This same message applies to workshops within conferences. Again, if you are keen to run

a workshop on a specific theme, then we would gladly consider it. In this case though, you are advised to liaise with the conference organisers directly.



## **Book review: Peter Elsmore (2001) *Organisational Culture: Organisational Change?*, Aldershot: Gower**

### **Adrian Carr**

Peter Elsmore completed his PhD and decided to publish some of that work as a book which has the curious title *Organisational Culture: Organisational Change?*. We all know the rate of conversion of PhD work into any published form is poor. This said, a PhD does not always convert well into a book for a variety of reasons. On this occasion, Elsmore needs to be congratulated on not only converting his PhD into a published form, but producing a volume that gives a fine-grain view of organisational cultural and organisational change.

In undertaking any review, whether it is of a manuscript submitted for a journal or of a published book, reviewers tend to have ways in which they work. In my case I like to read the book from cover to cover noting key phrases, sentences and paragraphs as I go. I also like to identify the key authors and family of thinking and research upon which the author depends for their argument. Sometimes reviewers try to prepare themselves in this way for what will follow by quickly identifying which 'sacred' knowledge in the field is being drawn upon and the type of journey upon which the author is intending to take the reader. Of course we should also expect interesting twists in the story and, at times, also expect some departures and even 'profane' statements along the way. In noting the key theorists and family of theory, as well as specific sentences, I usually record my 'free associations' along the way. It has often proved useful to look back at this after I have reached the last page of the text. Having adopted this methodology with Elsmore's book, it is interesting to record my impression of the first few pages.

Elsmore tells us in the preface that he is going to investigate the links between organisation culture and organisation change, and that to do this he will offer an analysis of two organisations (British Telecom and British Gas (Eastern)) which have undergone privatisation. Elsmore declares that "this work is an empirical and theoretical investigation of the links between organisational cultures and

organisational change ..." (p. vii). He says that his methodology is rooted in interpretative theory and that the empirics mostly derive from interviews with 72 middle managers. This approach, amongst other things, is designed "to make the voices more audible than they might otherwise have been" (p. vii). My free association (from now on referred to as [FA] and italicized) was basically that *I can understand the genre within which this journey is to be taken*. Chapter 1 now beckons and is entitled 'A General Introduction'. The first couple of pages are, as I would expect, written in what Adorno (1973 [1964]) would describe as the "jargon of authenticity". Not that this work has much 'jargon' as we would commonly understand it — it is relatively free of arcane terminology and therefore accessible to any reader - but jargon in the sense of replicating a tradition and using language in a familiar and expected manner.

I now reach page three and four and read that Elsmore is going to analyse his 'soft' data using a computer software package. [FA] *Hmm, isn't this reductionist, rationalist and profane to interpretative theory which claims to try to get a fine-grain view?* Now on page five, I am told that much of the literature on organisational change and culture comes from a tradition that is very managerialist in its intellectual orientation "and in doing so seems to miss addressing simple but significant questions. One such question is: 'who benefits from organisational cultural change?'" (p. 5). [FA] *I would certainly agree with that appraisal and he seems to be setting up an advocacy of interpretative theory*. Elsmore then starts to assemble the usual suspects in interpretative theory and tells us of Garfinkel, Berger and Luckmann, Schütz and Husserl. [FA] *Hmm, what happened to the seminal work of Anselm Strauss (1959, 1978) who emphasised that individual meaning was 'negotiated' and so wonderfully revealed how the term culture itself was a reductionist term (see Hocking & Carr, 1996)? Strauss stressed the multiple realities in organisations such that their structures are continually being redefined. Although his emphasis was more on symbolic interactionism, he is, still one of the most significant members of the interpretativist family and one who focussed upon culture in work organisations. Strauss is not in the author list either!*

I am now on pages eight and nine and here Elsmore invokes Edgar Schein and seems to praise his work. [FA] *Oh no! Schein's concept of culture is a cognitivist and structural-functionalist view that is very much in the tradition of Talcott Parsons. Schein talks about roles, norms, integration of systems and the like. Just like Parsons' 'AGIL' paradigm (adaptation, goal-attainment, integration and latency), Schein defines his own system in organisations in terms of recruitment, the utilisation of human resources, integration of parts of the organisation and organisation effectiveness in terms of our capacity to adapt to and manage change. Schein's work has always reminded me of the humorous aphorism recited by many a psychiatrist that 'schizophrenics build castles in the air and psychotics play in them'. It seems the ideological prism was created by Parsons and, like many others in organisation studies, Schein has simply used that prism in understanding organisations. The whole organisation is seen by Schein as*

*though it were an organism — which is the common structural-functionalist 'metaphor'. Indeed, in the same structural-functionalist myopia, Schein argued that organisations should be thought of as "a complex social system which **must be studied as a total system** if individual behavior within it is to be truly understood" (1970, p. 3, my emphasis; also see Carr, 1989). Such a focus would seem to be the antithesis of interpretative approaches. From other encounters with Elsmore's work in journals and at conferences, I thought he was much more skeptical and self-reflexive. Perhaps I need to dump the idea of reading further and respectfully decline the invitation to review this book.*

Pages ten and eleven and I now read

Schein ... casts the idea (of organisational culture) in a peculiarly American and structural functionalist manner itself derived from the 'functional prerequisites' of Parsons. (p. 10)

Schein's thinking seems ambiguous. On the one hand he seems to adopt an interpretivist set of opening premises, that individual organisation members create their own social world. He then seems to reify his expression of culture by arguing that it is the social institutions that shape individual behaviour. Of course these appear mutually exclusive. (pp. 10-11)

[FA] *Wow, we are now seeing how a fine reading of different works can lead to research openings. This is the kind of self-reflexivity we need in this area of organisational culture and change.*

The opening chapter and my free associations with it represent the kind of dynamic the reader can expect throughout the book, particularly the 'theoretical' chapters. Elsmore nicely introduces an issue or concept and, just when you wonder how this 'fits' into an interpretivist perspective, he provides a depth of scholarship and understanding of the literature that is as engaging as it is illuminating.

This said, I sometimes get the feeling that Elsmore is apologetic for the subjectivist label that the social sciences seem to attract, or at least that at different junctures he wishes to explain how he addresses the positivist charge that interpretivist enquiry lacks rigour (see for example p. 14). We then find, at other points in the volume, a really well argued case for how the 'social' in social sciences makes the 'subjective' a potentially rich source of enquiry. In this regard he cites work very familiar to me, that of William Carr and Stephen Kemmis (1996) and quotes the following:

To say, for example, that 'metal expands when heated' reflects the way that the behaviour of heated metal is endowed with meaning by the causal explanation of the scientist. It is not to say anything about the way

that metal interprets its own behaviour. (Carr and Kemmis, 1986, p. 88 cited by Elsmore, 2001, p. 29)

This quote and orientation is very reminiscent of the argument by one of the 'Gods' of educational administration, Thomas Barr Greenfield. When discussing the work of Weber, Greenfield argued that Weber believed it was

impossible for the cultural sciences to penetrate behind social perception to reach objective reality. Paradoxically, this limitation on the cultural sciences is also their strength, since it permits them to do what is never possible in the physical sciences: the cultural scientist may enter into and take the viewpoint of the actor whose behaviour is to be explained. (Greenfield, 1993 [1975], p. 9)

Greenfield was later to expand on his understanding of Weber in the context of the problem of meaning, arguing that

Weber made the distinction between knowledge that came from acts of *Verstehen* and those which came from acts of *Erklären*. The former rests on understanding, the latter on explanation. For Weber understanding arises from the viewpoint of the observer. In the natural sciences, he argues, we can do nothing else but explain behaviour from an external vantage-point ... Natural scientists can do nothing but impose their meaning on atoms, cells, and pigeons since these entities cannot (or do not) speak for themselves. (Greenfield, 1993 [1980], pp. 114-115)

Greenfield attacked much of organisation theory for studying organisations as though they were natural objects. He observes that

the crux of the issue is whether social reality is based upon naturally existing systems or upon human invention of social forms ... in one perspective, organisations are natural objects — systems of being which man discovers; in the other, organisations are cultural artefacts which man shapes within limits given only by his perception and the boundaries of his life as a human animal. (Greenfield, 1993 [1975], pp. 5-6)

Organisations, for Greenfield, are an "invented social reality" (1993 [1980], p. 103), and represent "essentially arbitrary definitions of reality woven in symbols and expressed in language" (1993 [1980], p. 109).

Elsmore's assumptions and justifications for the methodology undertaken in his study can be thought of as being very similar to those expressed by Greenfield, but are not as succinctly argued. Elsmore is a little more gentle with his reader and does not assume the reader is as conversant with his discursive genre. I found this to be an extremely positive feature of the book as people are not

disenfranchised by what might otherwise be regarded as a strange and different language. His arguments, as already noted, are very accessible.

Elsmore combines the use of interview, questionnaire and non-participant observation to try and grasp the sets of subjective meanings contained within the actions of organisational members. Using this combination of methods, 'data' is gathered and subsequently analysed, in large part, through a software package called Graphics COPE. The manner in which this software package is used is beyond the scope of this review: however, the key intent is to produce 'cognitive maps' which seek to capture the responses to the questions posed to the respondents. The development of the connections between the maps generated for each question into a 'supermodel', Elsmore cheerfully admits, is "the result of the researcher's interpretation. There is no wish to attempt to add a gloss of scientificity to the research outcomes. That would be entirely spurious" (p. 95). The basic issue here is to apply common sense to a data set that is extremely large and seemingly unmanageable without the aid of some clustering technique or avenue. The focus was to ensure that the integrity of the meaning was preserved through the analytic process. The key questions to which this analysis is applied are:

1. How do people in your organisation learn about the senior management's policy objectives for the organisation?
2. To what do the leaders of your organisation seem to pay most attention?
3. When things go wrong in your organisation, what happens?
4. When things go right in your organisation, what happens?
5. Who are the really influential opinion formers who work around you and who are senior to you in the organisation?
6. Looking at the people who work around you, who would you identify as likely to be promoted at some future stage?; what would be the promotable characteristics?
7. Could you say anything about the day-to-day working relationships between the people you regard as promotable and their colleagues?
8. How are people chosen for promotion?
9. When a new job arises, what criteria do selectors use to make new appointments if they want to attract new people into the organisation?
10. In the history of your organisation, are there any really significant people whose contribution to the place is still remembered?
11. Have you always worked for your organisation from this particular building?
12. Has information technology changed your job recently?
13. When did your part of the organisation last restructure? With what benefits/ problems...? In the case of the latter, were they anticipated?
14. What do your competitors say about your organisation?

These questions were developed from Schein's (1985) notions of how to make best sense of an organisational culture. In particular, the 'markers' assumed to be important here were:

1. What leaders pay most attention to;
2. How leaders react to crises;
3. The nature of any role modelling or coaching;
4. The criteria for allocating rewards; and,
5. The criteria for selection and promotion.

I think there would be some robust debate over whether these markers of culture, derived from the work of Schein, are indeed indicative of organisational culture. It would be nice to see how Elsmore would respond to the strident criticisms of Schein's work by people such as Harrison Trice and Janice Beyer (1993). It may be that the volume in which Trice and Beyer performed a comprehensive demolition job on much of the past thinking on organisation culture, was not available when Elsmore developed the schedule for his study. His data were collected in 1993-1994. The complete absence of symbolism, for example, in the cultural milieu which Schein describes is more than a small oversight. And, of course, us psychoanalytic types have critiqued his concept of the psychological contract for being, conceptually, an issue of *negotiated compliance* — an unfolding interactive process of *mutual* influence and bargaining (see Carr, 1996). The lack of acknowledgment of the unconscious psychodynamics that are at play in employees forming an attachment to leaders and organization ideals is a major omission in how culture is transmitted. However, to be fair to Elsmore, and notwithstanding the entry point of his enquiry, he does flag important symbolic issues that figure in the data he has collected. It would be nice to see such a reflexive mind undertake some further meta-analysis to explore how his data might be analysed using other indicators of cultural transmission and content.

The 'results' of Elsmore's study are well assembled in the penultimate chapter of the book and, as is usually the case in interpretative studies, we do not emerge with a new recipe to more effectively achieve change in organisations. What the chapter does instead is to show the way in which interpretative work captures that which other methodologies either lead us to overlook or to place in the background. The richness of the discipline of the researcher in using a qualitative approach is very much on display in this part of the book. In brief, the conclusions reached are as follows:

- ?? Attempts to change corporate culture on a massive scale seem destined to failure, certainly in the short term. Deeply held attitudes and values are very resilient to change.
- ?? Organisational culture as experienced by members of organisations is different to what is currently reflected in the management texts. The study reveals that sub-cultures and sets of anti-cultures are part of a rich tapestry which is unique to these organisations and which contains

- a larger element based upon 'personalisation' than previously assumed.
- ?? Top down attempts to change organisation culture have a number of unintended consequences, amongst which are an emotional fall-out that manifests in higher rates of absenteeism.
  - ?? Sub-cultures and anti-cultures can be just as potent in shaping individual behaviour as any official attempts to install an organisation culture. The field work in this study provides excellent examples of just how 'jaundiced' organisation members in lower echelons can be in interpreting aspects of the 'official culture'.
  - ?? Members of the organisation may remain loyal to it notwithstanding how inept and difficult management and 'organisational realities' make life.
  - ?? Non-pecuniary rewards, "part of which may be called the 'psychological contract' " (p. 195), seem to have been largely overlooked in a reward-based approach to organisation change; and
  - ?? Lack of promotion seemed to be attributed, by those who had not achieved promotion, to a personal failure to measure up rather than factors outside of their locus of control.

Elsmore concludes his penultimate chapter with some recommendations for managers of organisation change. The very last chapter, entitled 'A research endpiece', seeks to update the theoretical threads of the study by recognising work that has appeared since he commenced his field work in 1993.

In conclusion, I would say of this book that it is a beautifully transparent account of two organisations who went through organisation change. The rigour and discipline that comes through in this work is something that is a great model for research students. For those of us already in the field, the findings of this study provide not only new issues for us to research, but also remind us of the richness that can come from interpretivist approaches.

### **A postscript to the publisher:**

This book is not cheap — hopefully Gower will produce a paperback version to make it more accessible, or perhaps they could re-think the pricing of the hard cover volume.

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# The 'He might have scored a last minute equalizer against Greece but we can still take the mickey out of him' section

Thanks to Sarah Gilmore of the University of Portsmouth, UK, for these

Posh and Becks are sitting in front of the television watching the six o'clock news. The main story is a man threatening to jump off the Clifton Suspension Bridge on to the busy road below. Posh turns to Becks and says: "David, I bet you £5,000 that he jumps!" to which he replies " £5,000? Done! I bet that he doesn't." So they shake hands on the bet and continue watching. Sure enough, the man jumps and hits the road below with a loud thud. Beckham takes £5,000 out of his back pocket and hands it to Posh. But she refuses. "I can't take your money, David," she says. "The truth is, I was cheating. I saw the five o'clock news, so I knew he was going to jump." "No, babe," says David. "That money is yours fair and square. I was cheating too. I saw the five o'clock news as well - I just didn't think he'd do it again."

The Manchester United players are in the dressing room on Saturday, just before the game, when Roy Keane walks in. "Boss," he says, "there's a problem. I'm not playing unless I get a cortisone injection." "Hey," says Becks. "If he's having a new car, so am I."

David Beckham goes shopping, and sees something interesting in the kitchen department of a large department store. "What's that?" he asks. "A Thermos flask," replies the assistant. "What does it do?" asks Becks. The assistant tells him it keeps hot things hot and cold things cold. Really impressed, Beckham buys one and takes it along to his next training session. "Here, boys, Look at this," Beckham says proudly. "It's a Thermos flask." The lads are impressed. "What does it do?" they ask. "It keeps hot things hot and cold things cold," says David. "And what have you got in it?" asks Roy Keane. "Two cups of coffee and a choc ice," replies David.

David Beckham is celebrating: "57 days, 57 days!" he shouts happily. Posh asks him why he is celebrating. He answers: "Well, I've done this jigsaw in only 57 days." "Is that good?" asks Posh. "You bet," says David. "It says 3 to 5 years on the box."

David Beckham had a near-death experience the other day when he went riding. Everything was going fine until the horse started bucking up and down out of control. He tried with all his might to hang on but it was no good. With his foot caught in the stirrup, he fell head-first to the ground. His head continued to bump

on the ground as the horse refused to stop or even slow down. Fortunately, however, there was a happy ending. Just as he was giving up hope and losing consciousness, the Woolworths' manager came out and unplugged it.

Posh and Becks are travelling back from Heathrow Airport to Central London. "Where have you been?" asks the cabbie. "New York," says Beckham. "We saw a show and did some shopping." "Did you have any nice meals?" asks the cabbie. "Yes, one really great one." "What was the name of the restaurant?" asks the cabbie. "Dunno. I can't remember. Name some big railway stations in London," says Beckham. The cabbie begins: "Waterloo, Paddington, Victoria ..." Beckham interrupts excitedly: "That's it! Victoria, what was the name of that restaurant we went to?"



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# Letter from America

## Joanne Entwistle

*Editor's note:* Joanne visited New York at the end of September this year. This piece represents her personal reflections on the city some two weeks after the terrorist attacks on the World Trade Centre. I would like to extend my especial thanks to her for allowing me to reproduce what was originally a personal e-mail to friends, which I found both moving and evocative.

New York is getting back to normal and walking around the city it sometimes felt like nothing unusual had occurred. However, the city's landscape and psyche are very definitely damaged. The skyline is horribly scarred, if one can describe an absence as a scar. The towers, which stood arrogant and ugly compared to the more elegant spires of midtown, have gone and without them as co-ordinates I was disorientated. So strange was it to be without them that I often forgot what they looked like and where they had stood. New Yorkers reported the same feeling, familiar to the bereaved who often struggle to recall the face of a recently deceased loved one. However, if I ever felt that perhaps they had never existed at all, I only had to walk down Sixth or Seventh Avenues, over which they had once towered, to remind myself.

On the Monday of my visit I went to 'Ground Zero' to see the remains. It is possible to get within a block of the disaster area and peek between the buildings to a huge mound of smoking rubble which is about 30 feet high and the remains of one of the towers which still stands like a weird art installation. The air was pungent with the smell of acrid smoke produced by underground fires beneath the rubble. It was hard to believe that the area is now a mass grave and always will be. Scores of National Guard and cops police the area. The shops and buildings around are terribly damaged. Some shops are still closed and everything in them coated with a thick grey dust which gives them an eerie appearance reminiscent of shots of bombed out buildings in Berlin during the Second World War. People mill about the area taking pictures and crying quietly. All around the city, but especially near the hospitals, flyers describing lost loved ones still hang forlornly. They tell of people last seen on the 104th floor of the South Tower and one knows that these people were doomed from the moment the planes hit: they could never have made it. The landscape and psyche are also altered in the form of red, white and blue flags streaming from cars and windows calling on God to bless America. New York, once an island off the coast of America, has joined the Union and its formerly fierce civic pride has been overshadowed by a disturbing patriotism. A friend reassured me that this won't last for too long: he thinks New Yorkers will soon return to their usual indifference to the rest of America. I hope so. The psyche has altered in other ways too. People are very jumpy and paranoid. Everyone is frightened something more terrible will happen, a chemical or biological attack. Another friend, who was supposed to meet me and others one night but didn't make it, described how she panicked on the subway when it

stopped for 25 minutes. She was so upset she had to go straight home. I also had my own experience of this nervousness. While on the telephone, sitting on the sofa at my friend's 27<sup>th</sup> floor apartment (on 29th Street, overlooking midtown Manhattan and the Empire State building), I saw a low-flying aeroplane coming directly towards the Empire State building. I began shrieking to my friend and flew to the window. The plane passed calmly by but I didn't stop shaking for ages.

Despite all of the above, I had a fantastic trip. Everyone was pleased I was there and I was made especially welcome. I nearly didn't go but I'm so glad I did. The best thing we can do right now to conquer the paranoia and fear in these unusual circumstances is to carry on as normal. So, if anyone has any doubts about visiting the city take my advice and GO! New York and New Yorkers need your support (and your money!) more than ever.

Joanne works at the University of Essex, UK



## **Disembodied voices and unlimited choices: reflections of a former Buddhist nun on contemporary life**

### **Lucinda Burgess**

*Preface:* In February 1989 twenty six year old Lucinda Burgess entered a Buddhist monastery in Wiltshire as an ordained nun. In June 2000 she left. During her eleven years as a recluse, she had minimal contact with the outside world; no newspapers, no television, no radio, no entertainment. Having disrobed and returned to lay life, here are some of her first reactions to the world she encountered.

A woman is sitting beside me at Paddington Station, laughing away to herself and chattering incessantly. After a while I see a little wire passing down from her ear to beneath her jumper. My God, she's on the phone!

In the street outside two men are walking towards me, one in animated conversation, while his friend is walking silently beside him. Strange.

Two people pass me holding bottles of water. Later that day I'm sitting talking with a friend who periodically swigs from a bottle - water again - that she keeps at the bottom of her handbag. She starts telling me what I should and shouldn't be eating, just as my step-mother had a few days earlier.

London feels less safe, even more crowded and cosmopolitan. Sitting on a bus a woman tramp opposite me launches into a tirade on why women shouldn't have such short hair (mine is growing out now). At the same time the Asian man on my right clutches a white stick and rocks violently forwards - head between his knees - and back again, up down, up down ...

Travelling generally has been more stressful. The tube was more horrible in rush-hour than I can ever remember. Steaming, utterly airless and jammed. It seemed so unpleasant that I was struck by the fact that no one else looked surprised.

Wandering down Portobello Road, I ventured into an Internet café. I thought I might as well start investigating options for my new life. A new world! Rows of noses stuck to screens and music so loud I could barely think, but within a few minutes I had pages of prospectus material and access to information on all the courses I was interested in. Wonderful! Everywhere I go I see and hear a new language: www.dot.com.uk org blip blip defrag zip drive boot download.

People use words like dysfunctional, ballistic, must have, gutted and they say 'don't give me grief' and talk about feel-good factors.

Television is different: more badly acted and sentimental American films, programme after programme on gardening, cooking and interior design, and many more black and Asian newsreaders. Regional accents are also obviously the thing. And something else noticeably new are all the real -life dramas and fly-on-the wall type documentaries - I disrobed just in time for Big Brother.

It's ridiculously easy to spend money these days. Being able to take cash out at the supermarket is so convenient. I've barely had to use my cheque book - I just give them my bank card (covered in new words like Maestro, Switch and Cirrus), sign and the deed is done. Or pick up the phone, quote a number and I own something else.

I go shopping with a friend who's having a dinner party. She wants fresh chillies, three large bunches of coriander, prawns, vanilla pods and cognac. From Tesco! But it's all there. And something else bizarre, wandering through Marks and Spencer's (or somewhere like it) amidst rows of coats and jumpers and ties I can hear Indian music being played. Unheard of in 1989!

There's much more diversity in terms of what you can see, eat, hear. But as a friend observed, there's much more uniformity in terms of ideas. In fact ideas are not 'in' - the one philosophy is consumerism.

Adverts will flash up a sophisticated black-and-white image of a moving pregnant belly, a dead body, a depressed person living in squalor, a child being run over. But however graphic and life-like the image, the advert is about selling something - Sky TV, cosmetics, Renault cars.

Everything is so much more commercial. I've been battered and bombarded with choices. There are so many ways to travel from A to B, so many different mobile phone offers, so many kinds of computer, pension, mortgage and so it goes.

Meeting up with old friends I haven't seen in a dozen years has been interesting. One comes from a very conventional English country upper-middle-class family, and in 1989 that was quite apparent. Today she still has her toff accent but speaks a different language. She was telling me about how she'd had sex therapy, psychodynamic therapy, therapy designed for those attracted to alcoholics ... I looked amazed: this would have been exceptionally rare in 'toffdom' in 1989. She said dismissively 'Oh everybody has it' - and added 'if they can afford it'.

She goes to the gym twice a week and attends yoga weekends. 'I'm a 2000 woman' she laughed. Later she boasted that one of her friends knew Damian Hirst. 'Who's Damian Hirst?' I asked. Her eyeballs bulged. She bent double. I used to be a painter and art teacher - it must have seemed odd.

The most dramatic evidence of the fact that eleven years have passed came when sitting round a dinner table with all these people I had known in their twenties and thirties (young, fit, handsome). Now they are in their thirties and forties. It was like being in Dr. Who - hurled into the future to be confronted with the same people but suddenly all saggy, bloated, lined and grey. So strange! Now they are established; wives, kids, professional and experienced at work. I hadn't realized I'd been in the monastery for so long!

Older relatives who were lively, active and healthy in 1989 are clearly not so now. Three have incurable guttural coughs, two are regularly in pain at night and use sticks, all are smaller (squashed vertebrae); they like to have a rest in the afternoons.

And bodies or people exist, of course, where they didn't before - new children are everywhere. Life moves on. Nothing remains constant. Everything's utterly transient.

Lucinda now works as a coach/ mentor and a garden designer.



## Reason in Practice: The Journal of Philosophy of Management

Reason in Practice, writes its editor **Nigel Laurie**, an international management consultant and chair of the Society of Consultant Philosophers, is now in its second issue, having been launched in March this year. The journal offers an independent, refereed forum for philosophers, theorists and

management practitioners to apply philosophical scrutiny to management theory and practice. It seeks to define and develop the field of philosophy of management and is directed at philosophers working in all traditions. The journal focuses on central philosophical issues of management in theory and practice, including:

- o presuppositions of management including theories of nature, human nature, rationality, knowledge, legitimacy and rights;
- o core concepts in management such as organisation, leadership, vision, stakeholder, motivation, value, effectiveness and work;
- o representations of management in different media and managerial myths;
- o management methodologies, for instance decision-making, control and organisation design;
- o the use of philosophical techniques and skills in management practice such as dialogue, enquiry and conceptual analysis; and
- o the application of philosophical disciplines to issues facing managers including organisational purpose, performance measurement, the status of ethics, employee privacy and limitations on the right to manage.

RiP welcomes contributions from all traditions and in many forms: papers, brief opinion pieces to provoke debate, first-hand accounts, translations of important work, interviews, reviews of significant books, articles and conferences, dissertation abstracts, responses to published articles, opinion pieces, symposia, interviews with leading philosophers, theorists and practitioners, literature reviews, annotated bibliographies and announcements of relevant activities, events, research projects and networks.

The first two issues include contributions such as the following:

- `Must business decisions be self-interested?' by Robin Downie and Jane Macnaughton;
- `Meaningful work and full employment' by Robin Attfield;
- Extracts from *Socrates Comes to Market* by Jos Kessels, reproduced here for the first time in English translation;
- `Learning organisation or learning community? A critique of Senge' by Michael Fielding;
- `Luxury, waste, excess and squander: leadership and *The Accursed Share* of Georges Bataille' by Nathan Harter; and
- `Philosophical perspectives on the company' by Yvon Pesqueux

For further details on RiP, please contact Nigel at the address below:

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## Accessing Identity

### A new ESRC seminar programme presents its first seminar on Ethnicity in Organisations

North Staffordshire Hotel, Stoke-on-Trent, UK,  
December 11<sup>th</sup>-12<sup>th</sup> 2001

Hosted by the Department of Management, Keele University

#### *Introducing the Seminar*

**Ethnicity in Organisations** aims to foster dialogue between academic work of a theoretical and empirical nature on race and ethnicity in the workplace, and the practical dilemmas facing those in various public and private organisations who deal with issues of racialised and ethnic identities and differences on an everyday basis. It is therefore of interest to practitioners dealing with equal opportunities or diversity management initiatives in their organisations or with wider concerns surrounding race and ethnicity, say from the perspective of understanding consumers. From the academic side, the seminar will be of interest to those studying the sociology of organisations, the sociology of work, industrial relations, organisational behaviour and HRM, organisation theory, cultural studies, gender studies and critical management studies. The event will begin with a lunch on the Tuesday, followed by presentations, then dinner and a social function. On the Wednesday, we conclude the presentations and have a panel discussion which aims to bring together and explore the emergent issues from the series of presentations. It is envisaged that a significant amount of time will be given to interaction, participation and discussion, particularly during the latter stages of the event. The event closes with lunch on the Wednesday.

#### *Introducing the Speakers*

The choice of speakers reflects a mix of academic researchers, private and public sector practitioners and consultants:

Nelarine Cornelius (Brunel University)  
Bill Cooke (University of Manchester)  
Anna Lorbiecki (Lancaster University)  
Michelynn Lafleche (Runnymede Trust)  
Gill Jackson (Schneider Ross Consultants)  
Kamaljeet Jandu (Diversity Manager, Ford Motor Company, Britain)  
Ravinder Dhami (University of Bristol)

#### *Introducing the Programme*

**Ethnicity in Organisations** is the first in a series of 6 seminars of a new ESRC funded seminar programme entitled **Accessing Identity** to be held over the next two years (future titles include National Identity and Heritage; Performance and Tourism; Ecology and Gender; Memorialisation and Diasporic Identities; and Place, Identity and Technology). The aim of the programme is create and facilitate dialogue on issues of identity and difference between a number of interested groups including academics, postgraduate students and research fellows, management practitioners and employees in the public and private sectors, government agencies, charities and not-for-profit organisations, politicians and political organisations *inter alia*. Placing a focus on the empirical study rather than abstract theorisation of identities and differences, this seminar programme aims to share and discuss such academic work across the many disciplines which have an intellectual interest in these issues and to move forward its practical potential with an audience of prospective users. As

such, the seminar offers a new and challenging approach to discussion on questions of identity.

#### *Location*

This first seminar will be held at the North Staffordshire Hotel, Stoke-on-Trent, directly opposite Stoke train station. It is therefore easily accessible by train. Travel time by train from London is approximately 1 hour 45 minutes (on a good day!), direct to Manchester Airport 1 hour and direct to Birmingham Airport 1 hour and 15 minutes. By car, the hotel is 2 miles from junction 15 of the M6. Alternatively, the A50 offers a roadlink from the M1. For further information on directions or facilities at the hotel, contact them directly on 01782 744477.

#### *Bookings and Information*

Numbers are very limited in order to make the seminar as interactive and participative as possible, so please book early. Rates are as follows:

1. Residential Rate is £100 (this includes one night's en-suite accommodation in the hotel, lunch both days, breakfast and evening meal, teas and coffees, proceedings).
2. Non-residential rate is £50 (excludes the accommodation, includes everything else).

There is a restricted amount of funding for travel and subsistence for full-time PhD students. Please indicate whether you are a full-time doctoral student when booking. For further details on the seminar and a registration form, please contact:

Dr. Gavin Jack  
Department of Management  
University of Keele  
Keele, Staffs, ST5 5BG  
Tel: + 44 (0)1782 583456  
Fax: + 44 (0)1782 584272  
E-mail: [g.a.jack@keele.ac.uk](mailto:g.a.jack@keele.ac.uk)



## **Call for papers: “Living spirit” - new dimensions in work and learning**

## **First International Conference on Organizational Spirituality**

**University of Surrey, UK, July 22<sup>nd</sup>-24<sup>th</sup> 2002**

This conference is intended to bring together international contributors from all walks of life who share an interest in the application of spiritual dimensions in work and learning, a topic which is attracting more and more interest and becoming more and more significant throughout the world. Its premise is that the challenge for all organizations is to explore the concept of spirituality as the search for direction, meaning, inner wholeness and connection to others, and to seek to integrate this vital dimension of human nature into work and learning cultures. We want to provide delegates with the opportunity

- to learn of the latest schools of thought from keynote speakers, presenters and other participants;
- to review some of the issues in applying spiritual concepts to organizations and the relevant strategies and techniques;

- ✎ to attend workshops offering experiences of creating sacred space and living in sacred ways; and
- ✎ to network and relish the meeting of minds, hearts and souls and of Eastern and Western thinking and spiritual practice.

Four major conference themes are:

*Living spirit at work*

How can organizations get the best from their people if they do not recognize and promote wholeness and integration? Does a positive relationship exist between spiritual expression and the 'bottom line'? What is the relationship between ethics, aesthetics and religion and spirituality in the workplace and in education?

*Transpersonal realities*

Is the development of consciousness a desirable quality in leadership and learning? Is it possible to experience the claim that the spiritual is effective and safe in the workplace? Where and how do the study and practice of transpersonal realities fit into the worlds of work and learning?

*New Age and esoteric spirituality*

How is it possible to interact with ideas and spiritual processes which seem alien to present-day conventional thinking, and yet contain much promise? How is it possible to integrate both esoteric spiritual practices and the New Age movement and spiritual eco-intelligence with traditional practices of worship, working and learning?

*New leadership*

How important is it for leaders to understand emotional and spiritual competence as part of encouraging holistic ways of working? Who will act as the vanguard for ethical and spiritual leadership? Is the ideal notion that leaders balance economic imperatives with human investment a modern myth? What are the future roles of leadership, motivation and management in the midst of changing work patterns and societal expectations?

We therefore invite abstracts for papers and workshops to reflect one of these major themes. Please indicate on your submission how it illustrates your chosen theme. Abstracts for papers should be 500 words maximum and indicate the key concepts, themes and perspectives you will address/ adopt, together with your name, affiliation, work address and type of work. Workshop facilitators need to provide an 1000 word outline of their workshop topic which discusses the nature of the proposed experiential encounter in terms of the spiritual, emotional, transpersonal and/ or work-related (etc.) dimensions you intend to address and any preferences for time, location and desired numbers. Please also submit some evidence of facilitator skills via a CV or evidence of appropriate training.

Deadline for receipt of all proposals is December 1<sup>st</sup>, 2001. Please address these, and any enquiries, to:

Daniela Warr  
 Conference Secretary  
 School of Educational Studies  
 University of Surrey  
 Guildford  
 Surrey GU2 5XH  
 UK  
 tel: + 44 (0)1483 689760  
 fax: + 44 (0)1483 686191  
 e-mail: [d.warr@surrey.ac.uk](mailto:d.warr@surrey.ac.uk)

NB informal enquiries can also be directed to Doug Foster at [d.foster@surrey.ac.uk](mailto:d.foster@surrey.ac.uk)

The conference site will be developed from October 2001 at:  
[http://www.hprg.org/2002\\_conference.htm](http://www.hprg.org/2002_conference.htm)

## Call for papers: Ethnomethodology: A Critical Celebration

Wivenhoe House Conference Centre, University of Essex, UK, 20<sup>th</sup> – 22<sup>nd</sup> March, 2002

Sponsored by *The Sociological Review* (Blackwell Publishers) and *Culture and Organization* (Routledge/Taylor and Francis) and organised in conjunction with The International Institute for Ethnomethodology and Conversation Analysis

<http://www.pscw.uva.nl/emca/IEMCA.htm>

and

The Australian Institute for Ethnomethodology and Conversation Analysis

<http://wwwmcc.murdoch.edu.au/aiem/>

It is 35 years since the publication of Harold Garfinkel's landmark book *Studies in Ethnomethodology*. Drawing on a tradition of phenomenology which emanated from Bergson and Schutz and a systematic approach to theorising social action which radically revised both Talcott Parsons and symbolic interactionism, Garfinkel redrew the sociological map of the late 1960s and 1970s, with later developments extending to conversation analysis (CA) and actor-network theory (ANT). Focusing on everyday life as an achievement, on collective sense-making, and on the central importance of talk as a social process, ethnomethodology affected every area of sociology where the study of ordinary people interacting was important. It has been acknowledged to have had special relevance for health and medical sociology, the sociology of education, the sociology of public administration, the sociology of the professions, social studies of science and technology, and the sociology of management, organization and virtual organization. Ethnomethodology has also, however, been an unacknowledged influence on many writers and thinkers - it is nowadays common to talk about 'reflexivity', 'situated action', 'practice', etc. More recognition is perhaps needed of the role that Ethnomethodology played in pioneering and establishing such ideas.

For this conference we invite imaginative contributions of any sort which honour the spirit of Garfinkel's writing and teaching. However, we hope to offer an arena for all those working with ethnomethodology, conversation analysis or other variants, to meet, celebrate, reflect, critique and develop what remains a vital theoretical resource and form of empirical analysis for the 21<sup>st</sup> century.

Due to the sad and untimely death of Deirdre Boden in 2001, we would particularly welcome any proposals that use and develop her interest in interaction in work settings.

Abstracts of 250 words should be sent by **NOVEMBER 16<sup>th</sup> 2001** to:

Prof. David S. Richards, University of Sunderland Business School, St Peter's Campus, St Peter's Way, Sunderland, SR6 0DD, UK. Email: [david.richards@sunderland.ac.uk](mailto:david.richards@sunderland.ac.uk).

The necessity to confirm the likely number of participants with the conference administration at the University of Essex requires that review and acceptance of abstracts will be completed by **NOVEMBER 30<sup>th</sup> 2001**. Once accepted, however, there will be ample opportunity for authors to review and change abstracts. Final papers should be brought to the conference. Special issues and/or monographs of both journals are planned from papers presented at the conference.

*Conference team:* Prof. Stephen Linstead (University of Essex, UK and *Culture and Organization*); Prof. David Richards (University of Sunderland, UK); Prof. John Hassard (UMIST, Manchester, UK and *Sociological Review*); Prof. John McAuley (Sheffield Hallam University, UK)



# Call for papers, performances, exhibitions and events

Essex Management Centre, University of Essex,  
presents

## The *Art* of Management and Organization

A conference to be held at King's College, London, 3<sup>rd</sup>  
– 7<sup>th</sup> September 3-7, 2002

With the support of *Culture and Organization* (Routledge); BAM Philosophy of Management SIG; the Standing Conference on Organizational Symbolism and Culture (SCOS); The Management Centre, King's College London; and the co-operation of the Tate Modern Gallery.

In recent years we have seen a dramatic increase in the articulation of the humanities and the field of social inquiry into management and organization, as well as the utilization of artistic processes in the activity of managing. With the birth of the field of organizational aesthetics over the past ten to fifteen years, it is time for a conference that focuses on those dimensions of management and organization that render them an ART, not purely a SCIENCE.

We are seeking, not just papers, but proposals for events, displays, exhibitions, performances and workshops which fully address this field in all its richness. We want to include music, photography, sculpture, poetry, painting, installations ... in fact anything you can come up with we will consider. As with art, it doesn't matter if it has been exhibited or performed before (eg at the US or Australian Academies) it is the bringing together which is important for this conference.

We also wish to encourage material from critical traditions in the humanities which may be unfamiliar to those working in the organization and management field – such as philosophy and art history.

Contributions will be screened for potential inclusion in the journal *Culture and Organization* and we envisage streams including:

Visual Arts (including painting and photography)  
Architecture  
Music (including popular music and jazz)  
Theatre  
Material Arts (sculpture etc.)  
Science/Fiction and the Virtual Arts  
Literature and Creative Writing  
Critical Practice (including cultural media and aesthetic theory)  
Poetry  
Film and Film Analysis  
Journalism and the Essay  
Museums and Cultural Industries  
Dance and other Performing Arts  
Storytelling

Proposals for streams and to convene streams should be submitted by **November 30th 2001**

Proposals for exhibitions, special performances and plenary sessions will be considered both by the organisers and the appropriate stream convenors and should be submitted by **November 30th 2001.**

Contributions for the streams should be submitted in outline – abstracts on one side of A4 for papers - but we will accept any form of media submission you feel most appropriate for other suggestions. Submit to the conference organisers AND to the stream convenors (when announced) by **January 31st 2002.**

Abstracts and proposals to Ceri Watkins, “The Art of Organization”, Dept of AFM, University of Essex, Wivenhoe Park, Colchester CO4 3SQ or [cwatki@essex.ac.uk](mailto:cwatki@essex.ac.uk) by **January 31st 2002** and to your stream convenor (when announced).

Conference Organisers: Professor Stephen Linstead, e-mail: [linstead@essex.ac.uk](mailto:linstead@essex.ac.uk) and Dr. Ian King, email: [kingi@essex.ac.uk](mailto:kingi@essex.ac.uk), Essex Research Group on Organizational Aesthetics, Essex Management Centre, Dept of AFM, University of Essex, Wivenhoe Park, Colchester CO4 3SQ, UK.

**That’s all folks ...**



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