# Museletter of the Standing Conference on Organizational Symbolism

Notework

November 2005

SCOS is an international and interdisciplinary network of academics and practitioners interested in organizational symbolism, culture and change. The SCOS philosophy of 'serious fun' is articulated throughout the network's activities, particularly in the encouraging of unusual and groundbreaking ideas in the analysis of organizing and organization. We are committed to providing a forum for research that crosses traditional disciplinary and functional boundaries,and a reflective space for the development of new forms and new voices for this work.
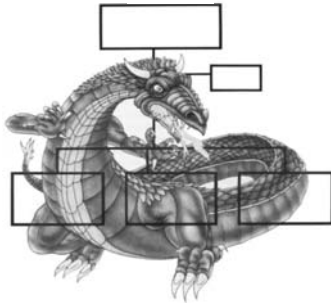
The good, the bad and the ugly

Greetings! With membership nudging ever closer to 1000, an average of 2 new SCOSsers finding us every month, conference attendance hitting record highs and plans a-foot for gatherings well into 2008….. we're all sass and hoopy here at Notework Towers that things are lookin' gooood, especially since this issue of our beloved rag is also upbeat, positively bursting with all manner of contributions, articles, new features, titbits and juicy morsels: truly good, bad and ugly.

As befits the in-house publication of such a positively BLOOMING organization in these image-driven aestheticized times of organizational obsolescence, you'll also see *right from the front cover* that *Notework's* had a bit of a make-over. Time to ring the changes, out with the old and in with the new and all that jazz.

Before we turn to this cornucopia of emergent delights, we start this issue with notes from TWO chairs (thought you'd had enough of excess..?) – we'll leave you to discover why…. followed by a reminder about **SCOS 2006 to be held in Nijmegen, Holland**. Plans are well under way for the Good, the Bad and the Ugly, the website is up and running and the deadline for abstracts fast approaching – so hurry up and submit (OR SUFFER THE UNSPEAKABLE CONSEQUENCES… (OTT? Us? it *is* a conference on evil after all!) All you eagle eyed ethnographers of organizational symbolism will surely have spotted our contribution to the theme, with the evil fires of hell burning bright on the cover of this edition of *Notework* …

Sadly, we also say goodbye to some old *Notework* favourites: in the inevitable manner of general economy, Bataille Corner has been sacrificed in true excessive style to make way for our new feature '**Ed Says…'** No more Mr. Nice Guy OH no…. Edward Wray-Bliss from the University of Hard Knocks swings into action in his first rant against…. well anything that's got his goat really. This issue it's the Fetishization of Tools. Hmm. Try him for size on p.17

'Sight the citation' and 'Through the bookshelf' are popped out to pasture too – frankly, because we were tired of winning our own prizes – but more importantly because there's JUST TOO MUCH STUFF in this issue. So we've had to **economize!** stick to our knitting (Peters 1875), focus on our core competences, rationalise resources, reengineer, realign and streamline, to bring you what is without doubt a Lean Mean *Notework* Machine[1].

Propping up these guru-esque claims is our first ever '3-part pullout' a special issue of articles on **technology and academia**. Alf Rehn kicks off with his manifesto for e-visible scholars and Norman Carter & Pippa Jackson counterpoise with a reply so sharp it can't be read by under 16's! Stephven Shukaitis then takes us into the realm of 'mobicasting' (read and ye shall find out what the HECK that is…) Enjoy! We did…

We also have some lovely reminders of this summer's **SCOS** conference in **Stockholm:** a review by Dawn Gilpin, one of the SCOS bursary recipients, some ever-so-silly photos kindly donated by you lot, and a somewhat wistful piece written by a 'mystery delegate' – guesses as to their identity on a postcard to Notework Towers please!

Whatever else, you cry? Anne-Marie Greene brings us news from the SCOS Executive Board with minutes from meetings in Barcelona and Stockholm, and as usual your regional reps have been busy beavering about picking up scraps from the intellectual trash cans of the global village and we are **utterly delighted** to be able to bring you inaugural words from SCOS Brazil "Prazer em ve-lo Brasilian reps!!"

We also bring you a review by Rowland Curtis of the **Leicester PhD conference** supported (a bit) by SCOS a report on the **Auzzie** elections by David Bubna-Litic and **Zoe** is back contemplating those 'fieldwork niggles' – this time it's the turn of overused Velcro by overzealous research assistants. In her own inimitable style Zoe laments the senseless and truly wicked waste of research grant money on replacement **Velcro pedometer straps** – we're hoping she will present a paper on this evil practice in Nijmegen. Finally, we've got a bumper multi-pack of calls and announcements – what a busy lot you are. Remember, we're happy to tout your wares for **free** to the SCOS network but we only have space for minimal detail so be sure to send email addresses and/ or web addresses for further details.

So all that remains is for us to wish you a **Happy Read** and we look forward to seeing you all on your bikes in Holland for SCOS, Nijmegen 2006 (and my golly gosh its flat….)
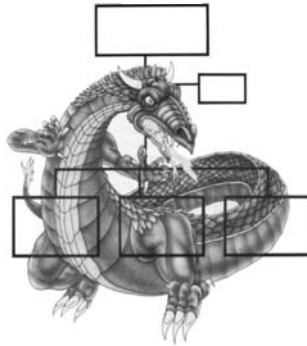
Sam and Damian xx

In this issue…

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[1] To put you out of your misery though, the bookshelf in last issue was none other than Prof Alf Rehn, Stockholm conference organiser and 'Sight the citation' was drawn from – hell, we can't remember, sorry!

SCOS: the Standing Conference on Organization and Symbolism
(oo-r-ya?)

We are...

...an international and interdisciplinary network of academics and practitioners interested in organizational symbolism, culture and change. Formed in 1981 as an autonomous working group of the European Group for Organisation Studies, SCOS has grown to become a global research network comprising of hundreds of members.

Philosophy: scosophilia

The SCOS philosophy of 'serious fun' is articulated throughout the network's activities, particularly in the encouraging of unusual and groundbreaking ideas in the analysis of organizing and organization. Since its formation, SCOS has run annual international conferences and regular workshops, producing both critical debate and a considerable output of original scholarship. SCOS has always been committed to a critical approach to qualitative research that crosses traditional disciplinary and functional boundaries as well as to reflection on the forms and voices that this work takes.

Research

Moving into its fourth decade, the SCOS network continues to develop innovative views of organization and management, taking inspiration from a variety of different fields and disciplines. SCOS has always been committed to providing a forum for research that crosses traditional disciplinary and functional boundaries, and a reflective space for the development of new forms and new voices for this work. The SCOS Network also aims to produce and develop theoretically and practically innovative views of organization and management and seeks to:

- encourage and foster new approaches in the study of culture and symbolism of everyday life in organizations
- provoke discussion of marginalised perspectives on the understanding of organized life
- provide an arena where the boundaries of conventional thinking about organized life can be challenged and blurred
- sustain continuity and development in this fast-growing field of study
- enable the continued exchange of information and the development of community amongst a highly dispersed group of researchers, scholars and practitioners

Notes from the Chair(s)

"What's this?!" you probably think as you look at the end of this page…"have we elected a new chair?" Don't worry, no changes have taken place in the SCOS organisation without you knowing. Peter Case is on family leave from mid-October to the end of February as he and his wife have adopted two lovely girls and I'm sure you'll all join me in sending heartfelt congratulations to Peter and Susan. During his leave I have been asked to take on the role of acting chair of SCOS. Having been part of SCOS and a board member for some time now, I was delighted to accept as Peter knew he would have his hands very full right now! Despite this, he still found the time to email a few words about his new-found family in his own inimitable style….

"…Well, despite a few ups and downs, life together seems to be settling down very well indeed and we're gradually getting to know each other. Lyndsay has just started reception year at school (mornings only) and we've been working on her maths and reading. Last night she read her first entire book, 'A dog on a log' (which features, respectively, a dog, a frog, a cat and a log in various unimaginative combinations). Cause for great celebration in the Case household. As we read together, I found myself wondering whether this literary work constituted a 'story', in the strict sense of the word, and concluded that the lack of plot meant that at best if formed a narrative (insofar as the combinations of characters became slightly more complex over time). Next week Lyndsay and I plan to deconstruct the book - 'a dog on a log' plenty to work with there (!) - and I reckon we'll progress to Deleuze's 'Difference and Repetition' before you know it. Anastasia is letting us know at every opportunity that she has just turned two. She's really beginning to make a bid for independence refusing all help in practical matters of feeding, dressing, toileting and so forth and chattering away in Ana-speak incessantly. I've tried to explain that the autonomy she is striving to assert is based on a now discredited and outmoded post-Renaissance model of agency, but, despite repeated lectures, my words of wisdom seem not to have registered with her or made any impact at all. A judicious bedtime story reading of Foucault will sort her out in due course, I'm sure... Well, I shan't bore you any more with my gushy fatherly sentiments and hand back over to Annette…, with very best wishes, Peter Case" **(Thanks Peter! - eds.)**

In July the annual SCOS conference took place at the Royal Institute of Technology in Stockholm, Sweden. Stockholm greeted us with wonderful hot and sunny summer weather and the conference was fantastically organised by Alf Rehn and Claes Gustafsson and their organising team. We had good food, nice drinks, and a fantastically excessive gala dinner in a restaurant at the amusement park of Gröna Lund located at the island of Djurgården. Many of us took the opportunity to walk around in the amusement park after the dinner **(see photos in this issue of Notework if you dare– eds.)** But, a conference is not just about wining and dining, not even SCOS! The days were busy filled with interesting presentations and in my opinion, it has been a long time since I visited a conference with so many high quality papers and presentations. On behalf of the board I would like to thank Alf and Claes for a wonderful conference.

There have been some changes in the editorship of the journal Culture & Organization. At the end of June Stephen Linstead resigned as Co-editor. Stephen has been editor for the journal since 2002, and has, among other things, worked hard with the new name and layout of the journal. SCOS and the board would like to thank Stephen for his time and the energy he has put into keeping Culture & Organization such a great journal. At the same time I would like to take the opportunity to welcome our new editor Robert Westwood whom will run the journal form mid 2006. Heather Höpfl is still editor for the journal and will work together with Robert Westwood.

With those words I end these notes from the chair, and I will also take the opportunity to wish you all a Merry Christmas.

From a cold Copenhagen
Annette Risberg
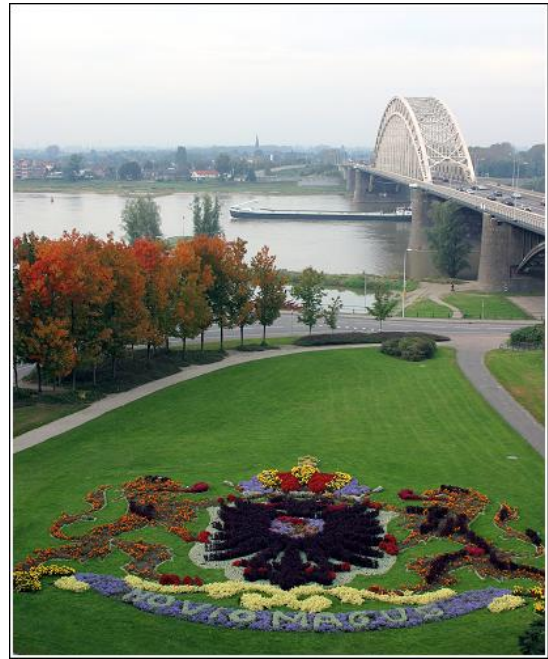
SCOS XXIV – Nijmegen, The Netherlands
13 – 15th July 2006

The Good, the Bad, and the Ugly: Organization and Demons

conference update from
Ruud Kaulingfreks & Rene ten Bos

The preparations are in full swing. The city of Nijmegen is being painted and cleaned. Local shops are piling up stock. Students follow extra curricular courses in order to understand the SCOS delegates and local newspapers report apparitions of demons in offices and factories. Wild and not so wild ideas are passing through the conference organization offices..... In short we are working hard to make the conference a success and here are some advance details hot off the press! A special evening in artistic surroundings is already in place which promises to be an interesting and inspiring time. The main event is of course your thought provoking papers that we hope you are already preparing. The lively debates and exchange of views have already arisen high expectations here in Nijmegen since the sharp minds of SCOS delegates in action are something not to be missed. All in all Nijmegen is the place to be next summer. So don't forget to send your abstract before the end of the year. Let your imagination flow and amaze your colleagues. Go on…. Be a demon….

Deadline for abstracts 31st December 2005
Conference website now fully functional at
http://www.ru.nl/scos

Yes…. Nijmegen 2006 promises to be an excellent SCOS in every respect. As your hard-working, jet-setting Notework editors have just returned from the November SCOS board meeting, you can take our word for the fact that this vibrant Dutch city is a delightful and charming location for a SCOS conference. If the hospitality of the conference organising committee in hosting the SCOS board is anything to go by, prepare to be spoiled rotten!
…..And as for the conference venue, WELL… we think you'll be amazed! ('nuff said?)

Nijmegen is the oldest city in The Netherlands - a small, friendly, river city just a stone's throw from the German border and easily reached by train from all over Europe and Amsterdam Schipol airport – check out the city's visitor website at http://www.vvvnijmegen.nl

SCOS XXIV 13 - 15th July

The Good, the Bad, and the Ugly: Organization and Demons

(abridged) Call for papers (in case you've mislaid your copy! – *eds.*)

Organizing is an activity that seems to be embedded in ethicality. Is it possible to think of organizing without some understanding of goodness? We organize for the betterment of humankind: it drives chaos away, it makes our lives coherent, and it delivers goods and wealth. In short, the *promesse de bonheur* of organization seems to be pretty straightforward: they allow good people to do good things. Organizational thought and practice are taken to imply goodness and beauty. Yet, there is hardly any doubt whatsoever that ethical rules are routinely violated and that people engage in evil and ugliness within organizational settings. Can we then not argue that organizations produce rather than prevent evil and ugliness? Or are the evils produced by business and organization just flaws in an otherwise immaculate system? Can it really be maintained that organizations and evil or organizations and ugliness are intrinsically linked to each other? Or, is it perhaps the case that all goods, including organizational goods, cannot go without some doses of evil? Is evil not always good's little sister just as the ugly can be seen as beauty's little brother? That is to say, do organizations need at least some evil or ugliness in order to survive? How are we supposed to define evil and good in the first place? Can we perhaps argue that organizations are beyond good and evil? Is there a relation between all of this with taste? Are organizations beyond good or bad taste? We would like to invite participants of the conference to take issue with the trust implied by the goodness and beauty of organizing and organization. This is not to imply that we only expect and accept papers that address the badness of organization. It is rather that we hope you to explore new and creative possibilities of understanding what we consider to be the ambivalent nature of organizations. To use somewhat dramatic language, organization is a place where angels and demons reside. That is, rather than assuming a dichotomy between the good and the bad or between the beautiful and the ugly, we encourage you to reflect on how these elements interrelate with each other in the context of organization. We hope to have a wild variety of contributions from social theorists, organizational scholars, criminologists, economists, business ethicists and philosophers and to have a wide variety of responses to the questions we have asked. On the conference, the following topics might be addressed:

* gothic perspectives on organizations (industrial doom, metal …)
* organizations and natural evil (organizations as a fight against chance, contingency, disaster, and so on …)
* criminogenic tendencies in organization (forensic accountancy, criminological perspectives ….)
* organization and atrocity (mass murder, genocide, war …)
* disgust and organization (organization and sickness, perversions of leadership …)
* dystopia and utopia (are organization realized nightmares, Kafkaesque understandings of organizations ….)
* responsibility and irresponsibility (issues of moral scope, self-enrichment …)
* philosophical themes (contractual theories, Hobbesian or Rousseauian perspectives ….)
* angels, fallen angels, devils, demons, and Satan himself (are these the inhabitants of organization?)
* the ethics of organizing (leadership ethics, business ethics …)
* kitsch and bad taste in organizations (business areas, prefab buildings …)
* organizations as Hollywood scripts (melodrama, soaps, thrillers, horror, wild-west …)
* Sin (is remorse and redemption an issue?)
* Anaesthesia (do organisation lessen sensibilities in order to succeed?)
* Discomfort and control (how do we cope with surveillance?)
* Irony (is this all not just a big joke to annoy ethics?)

Send your abstract NOW using the super-efficient hi-tech 'mailform' on the conference website

Musings of a Board Secretary....

Anne-Marie Greene, SCOS secretary reports on the two most recent executive board meetings

ESADE, Barcelona, April 2nd 2005.

Amongst sunshine, Gaudi and sangria the board were kindly hosted by the Escuela Superior de Administratión y dirreccion de empresas in Spain.

Usual Business

Board officers made their usual reports.

The **Treasurer** Dave Crowther presented the three month interim accounts. It was confirmed that the levy of £60 per conference delegate to Taylor and Francis, the publishers of Culture and Organisation would remain at the same level for future conferences.

Membership Secretary Ann Rippin indicated that there were 800 current members and that despite some problems with bulk emails and the server at Bristol, the new location of the database was working well.

Elections Officer Anne-marie Greene was not able to attend the meeting, and Peter Case reported on her behalf. A continuing problem is lack of communication from the Brazilian regional representatives and a decision was taken to identify new South American reps at the Stockholm conference.

The **Notework** editors, Sam Warren and Damian O'Doherty reported that the May issue will be online by the end of May and following the example of Halifax, hard copies of Notework will be placed in the conference bags of Stockholm delegates. Plans are being made for a *Notework* stand to be present at the conference, including a contributions box and a notice board where people can pin up 'conference thoughts'. A decision was also made to investigate the possibilities of Notework having an ISSN number.

Peter Case reported on behalf of the **Journal Editors** Steve Linstead and Heather Hopfl. The C&O office has now officially moved from Durham to Essex and Jane Malabar is the new editorial assistant. The journal editors have not yet met to discuss the new editorship yet but the board will be given details and consulted at the July meeting in Stockholm.

The **Website Officer**, Alf Rehn reported that that the web-site has been transferred to its new home in Stockholm, extraneous content has been cleared out and better organised and the site is attracting new members. It was noted that Mark Jones has now stepped down from the role of Web Officer and the board thanked him for his effort over the past year or so.

Conferences: current, past and future....

Alf Rehn reported on arrangements so far for the forthcoming Stockholm conference which were progressing well. It was confirmed that the 4 PhD bursaries had all been offered and accepted.

Rene ten Bos & Ruud Kaulingfreks reported on arrangements for the 2006 conference in Nijmegen. A revised call for papers will be available for circulation at the Stockholm conference. It is hoped that keynote speakers will include Sloterdjik & Henk Oosterling. The third person will be an artist.

Peter Case reported on behalf of Klaus Harju about the 2007 conference in Finland. The Board agreed the theme still needs tightening (currently 'organising in between'). It was also noted that this will be SCOS's 25th anniversary (silver jubilee) and so there was a discussion of possible themes that recognised this. Firm plans should be discussed at a later board meeting.

Other Business

Rene reported on the SCOS Down Under event and said it was a great success. 50-60 delegates attended mostly Australian but also a New Zealand group. The theme was isolation and infinity and the event was well organised and cheap (£150 for 2 days). There was a plan to run another event in two years time in New Zealand. Peter Case to inform Heather and Steve of a possible issue of C&O based on the conference proceedings and to write and congratulate the organisers and encourage European members to attend their events.

The Royal Institute of Technology Stockholm, 8th July 2005

The board meeting was held on the first day of the 2005 Conference

Usual Business

There was no **Treasurer's** Report and no **Elections Officer's** Report as there were no election issues. **Membership Secretary** Ann Rippin

reported an increase in members to 840 and proposed a thorough update of the list in the forthcoming academic year.

The **Notework** Editors, Sam Warren and Damian O'Doherty reported a planned makeover of the publication. It will eventually include an "Ed says" column (courtesy of Ed Wray-Bliss) a letters page and an academic help line. The Chair expressed his thanks to the editors for their work and the Board added theirs.

Website Officer Alf Rehn asked whether the SCOS website could include the Stockholm Conference pages within it, on which it was decided to have an agenda item at the Nijmegen board meeting.

Journal Editor Heather Hopfl reported that Steve Linstead has resigned from editorship and that Bob Westwood is the new incumbent general co-editor. Heather indicated that she wanted to bring the Board and the editors closer together in her remaining time as general co-editor and a proposal was made that the out-going Chair of SCOS could become a co-editor as a matter of course which was well received by Board members. Heather also suggested a special Journal edition dedicated to the memory of the late Dave Richards, which was also well received.

Conferences: past, present and future....

The board thanked Alf Rehn and Claes Gustafsson on what was looking to be a very successful, exciting and well attended conference.

Rene Ten Bos reported that the details for the 2006 Nijmegen conference will be on line by 1st August 2005. He also reported that three guest speakers had formally agreed to present: Andrew Murray, Hank Osterling and Peter Sloterdijk. The building that will house the conference will be "De Vereniging" but overall costs are yet to be resolved. An outing is proposed to the Mailands Museum. Given the proximity of the host city to the German border, a German Language Stream was proposed. The ensuing discussion concluded that such a stream might be a good idea for this conference but if included should not amount to a precedent for subsequent SCOS conferences.

Klaus Harju reported that the 2007 conference in Helsinki will have the theme of "Organising In-Between". Concerns were expressed about the proposal to 'outsource' organisation to a separate committee, but Klaus gave assurances that he would be in Helsinki in the second half of 2006 to

oversee developments. Revisions were suggested to the conference call and a revised version will be presented at the Nijmegen board meeting in November 2005.

Damian O'Doherty reported that proposals for the 2008 conference in Manchester were progressing, and Sir John Hassard had agreed to join the organising committee. Peter Pelzer indicated that a colleague from Lisbon had expressed interest in the possibility of hosting SCOS 2009. This prospect was well received by Board members.

Other Business

A written request for financial support from organizers of a forthcoming CMS PhD Forum in Leicester was discussed. The Chair proposed that we support this venture. It was agreed that we should offer £240 (capped) to offset the costs of the drinks reception if appropriate assurances could be given concerning the identification and promotion of SCOS (as sponsors of the reception) to the delegates.

A SCOS colloquium in New Zealand is scheduled for "early December 2006" and the theme is "Hosts and Parasites'.

Your board are currently:

Chair: Peter Case (UK) **Acting Chair & Meetings Secretary**: Annette Risberg (Denmark) **Secretary**: Anne-Marie Greene (UK), **2005 Conference**: Alf Rehn, Claus Gustaffson and P.O.Berg (Finland/ Sweden) **2006 Conference**: Rene ten Bos and Ruud Kaulingfreks (Netherlands) **2007 Conference**: Klaus Harju & Akslei Viirtanen, **Membership Secretary**: Ann Rippin (UK) **Treasurer**:David Crowther (UK) *Notework* **Editors**: Damian O'Doherty and Sam Warren (UK) **Web Officer**: Alf Rehn (Finland) **Journal Editors (C&O):**Heather Höpfl (UK) & Bob Westwood (Australia) **Regional representatives:** Peter Pelzer (Germany) Saara Taalas (Nordic countries) Peter Elsmore (UK) Janet Sayers (Australasia) J Santos & Rob Coda (South America)

Technology and academia:
A *Notework* 'special issue'

It started with a simple manifesto from Prof. Alf Rehn on personal web-pages… who'd have thought it would come to *this?* The very first *Notework* 3-piece pull-out, feature length, mini-series docu-drama: Technology and Academia.

It seems that technology is a subject that fires the passions among you – whether cheerfully upbeat and optimistic about the digital age, or angrily reticent about the inexorable technocademicization of the intellectual life (we made that word up – no, really!), we bring you four pieces contributed by SCOS members sharing their views of technology in the academe.

We begin with Alf Rehn's manifesto for e-visibility where he implores us to embrace the dissolution of boundaries that Internet connectivity brings, establishing web-presence as an 21st century academics duty. Alf argues that we have as much responsibility to attend to our web-profile as we do to more traditional means of disseminating our work.

His call to virtual arms doesn't ring true for Norman Carter and Pippa Jackson, however, who reply in forceful style that the only web-site you'll find of theirs is more arachnid than academic!

Next come Stephven Shukaitis, Sophie Lerner & Adam Hyde who introduce us to 'mobicasting' in a short piece discussing its use on the recent *ephemera* conference '*Capturing the moving mind*' held on the Trans-siberian express train travelling from Moscow to Beijing. Prepare to be amazed….

-1-

"As Seen In The World Outside Academia"
A Short Manifesto For E-Visible Scholars

Alf Rehn

Let me begin by stating what should be obvious: The contemporary academic has an obligation to be visible to the outside community. Visibility, rather than planned obscurity, should be a question of honor for a scholar, and the trite notion that visibility is synonymous with shallowness should be abandoned. Instead, the serious academic must think about the possibility that someone, somewhere, actually might give a damn about her work, and try to do something to facilitate this potential interest. This does not mean that she should be running around on talk-shows or constantly try to get media attention, but that the academic has a certain responsibility to make it possible for the outside world to learn of her and her work.

But this is not a general manifesto for the relationship between the scholar and society seen as audience. Rather, it is a series of remarks on a special aspect, one that in this day and age should be so taken for granted and therefore well-handled, that there would be no need for critical comments of this kind. I am, unfortunately, talking about something as mundane and trivial as a website. Although the personal website has been around for more than a decade, and its importance is generally and universally accepted, even taken for granted, the situation in academia is bad enough to border on the tragicomic. A lot of active academics have no real web-presence, apart from the short and often out-of-date or otherwise lacking piece on the department page. Some have pages that would have been seen as tacky in

1998, with cringe-worthy graphics and zero accessibility. Others again have pages that say "Under construction" (**Never** write this. Websites are supposed to be under construction.) and were last updated early 2000. Some simply have a monstrously long page with their curriculum vitae, with no depth or usability. In fact, the really useful scholar's website is a very rare beast. And this is a problem. This will not be a design guide, or a coding guide, but instead some notes on things I believe should be said about the underlying logic of the personal academic website.

Today, an increasing amount of people see the web as the first place they look for information. This is true for (basically) all people under the age of 35, almost every academic (making the case of their own website even more bizarre), every journalist (to their shame) and so on. We no longer think about where one might get information for some specific thing, we just google it. Consequently, the fact that most academics do not have a professional presence on the web, i.e. bad e-visibility, is part of the marginalizing of academia. By hampering the way in which single academics could become approachable for those interested in engaging in wider discussions, we are in fact making academia more insular and less important.

In fact, the qualities that make for good science are the same qualities that make for good website, so what I am proposing here should in no way be particularly radical. Things should as *central argument, clarity, transparency, usability* and *internal logic* should not be scary to a scholar, even to one engaged with e.g. post-structuralist thought. A website that isn't capable of communicating thus actually questions the academic veracity of the academic herself. What this short manifesto wants to argue for is that the personal website should be seen not as an optional extra for the professional academic, but as just as important as the CV and the updated list of publications. Although the statement smacks of 90's puffery, I want to contend that the way in which one handles ones visibility on the net is an integral part of being a contemporary scholar.

Towards the visible academic

First: You must have a personal, professional website. No, the one that the department has of you – the one with the bad photo, your room number and some confusing extraneous information – is not enough. You need one that you control, that you can update, that you can turn into a way of communicating what the hell it is you do. Actually, you should have one already, but if you don't, get one. Now.

Second: There must be some point to this. You must have some idea about why you have one, who might read it, what you want out of it. You may be looking for speaking gigs, the respect of your peers, a date (yup, that too), but you must have some idea in your head what visibility is to you. It's quite OK to communicate just to other academics (although I think you're making academia a disfavor), but you must have a conscious idea about what it is you're doing.

Third: Visibility, even in the limited form of constructing a web-presence, is actually part of your job. At least, it should be and you should think of it as if it was. I'm for appending it to your contract with the university. This shouldn't be something you do when you have a spare minute, but something you set aside time for, like writing a paper. It is, and I'm getting radical here, more important than yet another paper. OK, publish and perish and all that, but if you can't care enough to communicate in the prime information channel in the world, you have to have a pretty good reason for being such an arrogant ass.

Fourth: The way you make yourself visible, or invisible for that case, communicates something about you. You don't have to turn into a huckster salesman, and you can keep to your preferred self-image (it is, obviously, best that you do). But in every case, this image can and should be communicated. If you see yourself as serious, sombre and traditional, this does not mean that you cannot make this visible. The point is that regardless of what you do, you can and should be visible, in the way you prefer to be seen.

Minimum requirements

Obviously, the minimum is actually having a personal website. But there is more to this than merely having some HTML thrown up on a server. In fact, as paradoxical as this sounds, if you can't be bothered to make this page look at least

decent, you're better off having no page at all. A website that communicates nothing else than the fact that you can't make one and that you have no clue about layout/aesthetics is really not worth the effort. So a first rule of thumb could be: *Make sure that your visibility doesn't make you look bad.*

When you have a page, make sure that you have some kind of consistent design. If you know nothing at all about layout and design, ask for help. Most departments have someone who knows enough to create a design that won't make you look foolish. The important thing is not to have a perfect, award-winning design, but to avoid bad design. A simple, black-on-white website, that is pleasant to look at and that is easy to navigate is all you need. Simple rules to follow: Keep the pages small enough to be viewed on a screen without scrolling (more information, more pages). Keep to a single typeface, until you learn enough about typography. Keep to simple color-schemes (white and black probably suffices). Do **not** try to use technologies you can't handle. Do not use images until you've thought it through. *Don't get cute.*

What information should be on your page? Basically, just the important stuff, until you can handle more. To begin, your name, your affiliation, your contact information and your general area of research. It is OK to have a page that is just a calling card, that contains no usability, but this is of course just the absolute minimum. Such a page will make it possible for people to find you and get in touch. It is still important to plan even these minimal features. There is no point in stating that your area of research is "economics" or "English literature" or "theoretical physics". Someone who is checking up will be interested in specifics, so you should include at least detailed keywords ("labor", "poverty", "econometrics", "Hungary") and the full titles of those publications that describe you best. *Tell people what it is you do, where you do it and how you do it.*

Preferable feature set

If you actually want some visibility, such minimalism will not be enough. You will need to think through what it is you want to do with your web-presence, and how this can best be achieved. Still, there are some things that I believe should go into the website of a professional academic. First, a list of publications. The academic is a writing animal, and such a list will communicate what it is you actually do. I do not believe such a list has to be a complete listing, and in many cases (particularly if you have a lot of publications) a selected list of your best works will be preferable. Think of the website as a showcase, a way to present yourself. It does not have to be a perfect and complete list of everything you've achieved, but a snapshot of who you are as an academic. For this reason, I usually think that you don't have to have a complete CV on your website, and that if you do, it should be as an optionally downloadable PDF.

When it comes to the list of publications, the best would of course be to have at least some of these accessible. The Portable Document Format (PDF) is a godsend to the academic, and I do not think that it can be lauded enough. Having a selected list of publications, with a few of your favorite pieces linked as PDFs, is to me part of a professional site. Whereas a lot of text on a site creates clutter, having long pieces, even books, downloadable creates usability and an actual point to the page. This also creates transparency in research, which is a good thing.

To a certain extent, the minimal features of an actual page, combined with a selected list of works and a few downloadable papers might be the bare-bones preferable feature set. To this we could add some general descriptions of research projects and their aims, as well as links to groups one is affiliated with (N.B.: Be careful, having lots of links just seems silly.). I would, however, add some things as belonging to a preferable feature set. These, however, are things that may well be contested, and whereas I think that the things above are generally true, the remarks on features that follow are my personal preferences.

I believe you should have a photo of yourself on your website, and I don't mean one of those low-quality stamp-sized things. Instead, in this age of ubiquitous digital cameras, your university probably has a photographer that can take a print-quality (300 dpi) photo of you for putting up for downloading. This is not a question of vanity, but one of making it easier for e.g. magazines, newspapers and publishers to run your photo in case they interview you. Having a nice photo is also a way of communicating who you are, so that people can recognize you. I feel that the old notion of scholars as disembodied minds belongs to the trash-heap of history, and that even scholars are allowed to have an identity. A photo

is a way to convey this (a full body-shot with you in trunks or a bikini might be overdoing it, though).

If you've been interviewed for a magazine, in such a way that you convey something about your research, a cutting of this belongs on your website. This could be seen as a case of boasting, but I do believe that the skill of a good journalist is to make complex issues a little less intimidating, and a good interview may help lay-people (and colleagues) get a better understanding of what it is that you do. I do not think that you should make the site a collection of press-clippings, but one or two good media representations of your work fits well with my notion of a professional site for an academic. You should lists important professional news. The people that visit your site want to get information, and things such as a new book or having changed universities are things that you should inform of, preferably on your primary page (i.e. the first screen of your site). This gives the website some topicality, and increases clarity by having the important stuff up front.

As to the URL of the site, I do believe that you should put some effort into this. A long, confusing address is off-putting, whereas a short domain name is easy to remember and increases the chance of somebody actually finding it. Services like Bigfoot enables anyone to get a domain name (such as mine, www.alfrehn.com) and forward this to their http://www.universityoutthere.edu/fak/hf/depecan/staff/hhrnoss/index.html, for as little as 10 dollars a year. Hosting it yourself isn't that expensive either. But this is obviously a case of what one wants to accomplish, and put into it all.

Updating: This is an important bit. You should update, a lot. You should also make it clear when the page has been updated. If I care enough to check your pages, you should care enough to update it every few months, and showing me how "fresh" it is. If you haven't updated in a year, or if it is impossible to tell when the page has been updated, I will assume that you simply haven't achieved anything noteworthy in the last year or so. It is a simple thing, really: Even if you have no news, update the date on your website (for instance you could/should have an inconspicuous text somewhere on the page reading "Last updated: 14.5. 2004" and keep this date fairly recent). Now, I don't mean that you have to update weekly, or even monthly. But once every three or four months seems fair, just out of courtesy to your presumptive visitors.

Above and beyond

How much should one, in a best case scenario, put on a set of web-pages? This is not necessarily a question that has a generic answer, as it obviously depends on your general design, the way you've conceptualized the use of your website and the amount of work you want to put into it. Obviously, there are few limits to what could be put into one. Personally I feel that one shouldn't put personal things like photos of the family on the same set of pages where one keeps the professional stuff, but keep two separate sites instead. But that's just me.

Talking about professional sites, one possible development path would naturally be to make it as complete a record as possible of one's research life. A completist would see to it to have a complete list of publications, with PDFs of all texts, a complete CV with lots of links, quite a few photos and press clippings and so on. A challenging path, that requires some skill so as not to end up in massive clutter. One thing that can spruce up a page considerably is including PDFs of works-in-progress and excerpts from works that for some reason (such as copyright), cannot be included in their entirety. Both serve as a form of transparency, and might actually increase interest in your work. This is a good thing.

This very text was originally written as a "web special". I did not send it away to be published, but put it up on my website under a Creative Commons-license, as a way to enhance the "value" of my site. I do it because I like it, and because I think it is a fun idea. Putting up things that are difficult or impossible to get elsewhere obviously realizes the potential of the net in a very specific way. Look through your files and drawers. Get acquainted with creativecommons.org, and do something a bit different. And, of course, only your personal creativity is the limit. One can imagine a number of fanciful extensions. But I won't go into these, for I still contend that since the good, simple and usable academic personal website is such a rare thing, going into cute tricks is a problem. Start simply, and build something that is both simple to use and has some use. Don't show off your Flash-magic until you have good content and enviable design skills.

A short note on blogs. Even among scholars, blogs seem to be all the rage. As so very many others I have a blog, and it is connected to my pages. My blog is named Nasty Scholar, and I try to write in it pretty regularly. Sometimes I use it for general observations, and sometimes for more personal stuff and news. I also think that the technology underlying blogs, such as the system of direct publishing itself and the related technology of RSS, is fabulous. But I'm a bit torn about whether to recommend blogs for everyone. I feel that it can be a good way to uphold a web-page, particularly if one updates often, but on the whole it seems more a complement to a site (as understood here) than a platform. Again, one has to have a good idea why one would take up a blog, instead of just jumping on the bandwagon. If your idea about your own web-presence is in line with the logic of blogs, go ahead. Otherwise, get your basic website up to scratch before you attempt to improve it with an extra layer of technology.

Good and bad examples

Obviously, I feel that my own website, at http://www.alfrehn.com/ is fairly decent. I do not feel that it is perfect, far from it, but it suffices and I'm pleased enough with it. On the whole, it is somewhat beyond the smaller preferred set I've described (obviously), but not crammed with stuff. My colleague Peter Dobers at the Royal Institute of Technology has a good, quite academic page at http://www.dobers.se/, which has a lot of updated stuff and works-in-progress. The sociologist Howard Becker has a page that combines the best and the worst of academic websites at http://home.earthlink.net/~hsbecker/, which is a treasure trove of contents and a showcase of bad web-design. Learn from the content, stay away from the layout. Richard Rorty has a sparse page at http://www.stanford.edu/~rrorty/, which is not beautiful or communicative, but very efficient. Web-wise, Richard Dawkins (http://users.ox.ac.uk/~dawkins/) should be ashamed of himself.

You may think what you will of Bruno Latour, but his website is remarkably good (although the slightly chaotic design and the bilingual confusion is a bit off-putting). http://www.ensmp.fr/~latour/ The management professor Henry Mintzberg has a pretty good site at www.mintzberg.org, one that could be aesthetically enhanced but which is pretty good content-wise. And, in fact, shows how a simple design keeps clutter away.

–2–

What A Couple Of Wankers…

Norman Carter & Pippa Jackson

Us, that is. We are academics without 'honour'. We are 'arrogant asses', though not quite sure whether of the buttock variety or the quadruped variety. And we certainly can't tell our collective arse from our multiple elbows when it comes to getting our publishing priorities right. Now, on one hand, we are very grateful for being made so acutely self-aware, constructive negative feedback being a rare commodity in the academic world, where colleagues are usually so kind and make great efforts not to cause pain. But, on the other hand, we must confess to the teeniest smidgeon of doubt about the precise causality of our condition.

We learn of our shortcomings – of which we were hitherto blissfully, and yet, we now realise, fatally, unaware – through the erudite and frightfully forensic indictment, *As Seen in the World Outside Academia: A Short Manifesto for E-Visible Scholars.* This illuminating and insightful analysis has identified our joint Achilles heel as researchers: we lack a personal web-site! (Or even two?) This monstrous crime against humanity, this fatal barrier to the possibility of our saving the world, this obstacle to human happiness, ours and that of the rest of humankind – how could we have been so selfish and so thoughtless? Indeed, so stupid, not to have realised that we were, even unwittingly, contributing to the very marginalisation of academia that we claimed to deplore? Still, can such a lapse really make us so bad, so

unprofessional? Well, no, probably not. Perhaps we ought to stop hating ourselves quite so much, and try to apply our own forensic skills to a more measured appreciation of our accuser's 'argument'.

Perhaps we could start with a particularly striking, and possibly the least convincing, assertion made by the e-champion, that having a web-presence is more important than writing another paper. Our e-champ is clearly not labouring at the coal-face of the British university system, where not writing another paper can mean no presence at all, on the web or in the system. However, taking a more international perspective, do we really want our intellectual heroes to prioritise telling the part of the world that does not already know, how wonderful they are, rather than giving us their next big idea? Well, OK, there are some colleagues of whom this attention to their web-site might be welcomed, if it distracted them from more salami slicing, but this is not generally the case. Further picking at the meat of the manifesto reveals other, equally disturbing, claims, such as that your audience has a right to know about you as a person as well as about your work, or that a web-site that is poorly designed, in the opinion of the manifesto's author, throws doubt on the intellectual credibility of the researcher in question. These are serious allegations.

But this is not the moment really to worry about such details, because basically, this manifesto is not funny, it is just silly. Of course the web is important, but having a presence or otherwise is not really an issue of 'honour' or of 'arrogance'. Let's save such concepts for situations where they are merited. But here also lies a problem: there is a risk that ego exceeds talent – not entirely unknown in the academic world, unfortunately – and that we may all, including the author of this manifesto, become co-opted into the hyper-reality of the pop-idol fringe of academia, the wannabe gurus shouting 'Look at me! I am great! Don't I look wonderful? See what marvellous things I have done!'

Undoubtedly, this desire for stardom is what motivates some and, in some cases, may be justifiable. But what is proposed in the manifesto could well be seen as just another example of the forced one-dimensionality of the knowledge worker – 'never mind the quality, feel the width'. It could be suggested that the world of the thinker, the researcher, the intellectual, call them what you will, benefits most from diversity and originality, rather than from forcing people into a mould imposed by the powerful or, worse still, by our colleagues. We are not children to be told how to be professional. The manifesto claims that academia is being marginalised – what a choice, between marginalisation and infantalisation! Surely it is up to the individual to decide how and where, even when, they wish to communicate, to decide for themselves who is to be their intended or hoped-for audience. Surely that is the academic's professional responsibility. Let's do what we are good at. If that is creating a web-presence, so be it. If it is coming up with the next big idea, then why not write another paper instead? Surely, if we really are thinkers, we should be bright enough to decide for ourselves whether a web-presence is what we want or not?

By the way, if the author wants to visit one of our many 'web sites', we have got a particularly good one behind the fridge.

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Mobicasting: Let 1,000 Machines Bloom

Stevphen Shukaitis, Sophea Lerner & Adam Hyde

Let us suppose that life is a dance, a chaotic unfolding of bodies in motion, repeating but utterly unique gestures tracing lines of flight over the unfolding of the new earth these steps create: the resistance of fleshy bodies and their collisions embodying the limitless nature of human experience, from the antagonism of the unexpected blow to the warmth of the gentle caress. Each interaction always exceeding our capacity to enunciate its experience but paradoxically embodying the very basis from which we come to communicate, to relate, to describe in common.

Stepping back from the metaphor consider: is the art of political communication all so different from this? Moments of creation, resistance and expression – from the collaboration of gardeners growing a patch of vegetables in a community garden to mass actions in the streets – are constituent elements in an on-going process of creating new forms of sociality and community, new forms of life. But in the same way the experience of motion always exceeds our ability to express them, forms of political communication stumble on the gap between an ever present sensation of movement and our attempts to describe it. The intricate weaves of affective bonds, experiences, and memory tatter and fray from their immediacy in the shaping of representation. And all too often attempts to describe become methods of capture, transforming vibrancy into pallid reflection.

The tension between the inside and outside of experience, between the emic and the etic, has long frustrated attempts to communicate the immediacy of
experience beyond itself. From the bodies in streets proclaiming their collective desires to busy hands of artists and philosophers shaping singularities with creative technics, we find ourselves caught in a dynamic where the description of an experience or event forces one to step outside of it into the logic of removed narration. When asked "so what happened?" one can attempt to piece together a sense of the event through collections of its bits and pieces or to attempt to grasp the whole through description, binding oneself away from the event through the separation of inscription. Such dynamics find themselves seeping into even the most earnest forms of independent media where all too often logics of professionalization and attempts to gain legitimacy lead to communication constrained by format and expectations.

Mobicasting is a new platform of media technology developed by Adam Hyde and Luka Princic develop for "Capturing the Moving Mind" that provides possibilities for addressing these dynamics. It is at once two ideas. The first is technical: build a system to deliver 'pseudo-live' video from any device capable of delivering images by email. The second is tactical: build a system that enables the production of video reports positioning the mobile phone as a networked 'outside broadcast' studio. The first goal is an exercise in developing models of 'broadcasting' that employ the simplest technologies possible. Simple technologies are the ones we already know how to use. So simple is the idea: send a sms or an email with attached images, sound, text or video. In the subject line of the email put the name of a video program. This is your new 'program.' This, material is then compiled into a video as either a 'live' stream or as a downloadable video file. That's the tech, but the pay-off is the tactical side, for which the tool was built. With this mechanism it is possible from any device capable of sending email to make collaborative online video content. This can be used for capturing moving minds, or it can be directly used as a device for reporting on events that are normally out of the reach of wired or wireless internet connections.

Sitting in tension between the fragmentary ingestion of experience and the formation of a narrative flow, this represents an attempt to move beyond the logic of post-production. As a pragmatic solution to challenges around limited bandwidth, instead of a smooth stream, which always represents an almost-recent-now over a fragile connection, fragments of media can be aggregated from numerous sources into a continuously flowing output subject to repetitions, sporadic updates and an ad hoc alphabetical editorial algorithm. It is both processed and raw at the same time. An open archive of media materials formed from the multiple experiences and perspectives embodies of a wealth of ingredients that can be creatively redeployed, mixed, interspersed, and scrambled proliferating into journals, art exhibitions, films, manifestos, and forms of media art. Not knowing what others will be contributing or what they are intended for Mobicasting is a platform designed with a high degree of user hackability; it creates an interface for the flexible shaping, reshaping, and ordering of media materials for creative uses, many of which may not have been anticipated beforehand. Rather than shaping the description of an event afterwards into an accepted narrative framework, Mobicasting allows for the on-going modulation of an event representation as part of the production of relations and interactions that construct the event itself and networks of relations formed out of it. As a social technology of dispersal and transmission Mobicasting exists in their interstices between the technical apparatus of media production and corporeality and immediacy of experience. It creates a space and method where an emergent collectivity and the flesh of the event can construct and shape its representation in a process immanent to its own unfolding.

The goal is not to construct a high tech other within the created social space, but rather to open up a space for the collective shaping of self-representation and narration as a part of the unfolding event whether a conference on a train

making its away across Siberia or any other gathering at which Mobicasting could be useful. It is a platform for the enabling of emergent narratives, an indeterminate media form in that the frameworks, structures, and memes generated are open to the situation in which they find themselves created and are shaped out of them. It allows for forms of media production that are enmeshed within the aesthetics and affective conditions of their creation. Things like Mobicasting in this sense could not just be one more trick up the sleeve of media activists but potentially offers a format and for collective mediation shaped through the technological environments we find ourselves in. By enabling collective participation in the shaping of an event's representation and the technology through which this is done it transforms the dynamics of attempting to capture experience into those of creation beyond and through the collectively created experience. This is not to say that tension between capture and representation, between experience and articulation, has been finally and successfully addressed through the promises of yet another piece of high tech gadgetry. Far from it. And perhaps the very dynamic that new forms of independent media attempt to address the ones that are the most important are the hardest to handle: why does one want to capture a moving mind in the first place? What fuels this desire for mobile communications to transcend distance as if they could become transparent and now for the first time create an ideal speech situation and democratic public sphere? Emerging from today's cybernetic salons develop new privileged forms of mobility that desire constant connection with distributed forms of community created by their owns movements; these traces and reflections, recorded through mobile media forms, often constitute its own self-referential and self-contained audience. The dividing line between reality TV style titillation and collective documentation, between the corporate media logic of rolling news coverage and grassroots media, increasingly blurs and breaks down. It very well may be in that trying to capture a moving mind we are captured by our very desire to form coherent forms of self-representation; have we formed a polyvalent and participatory media panopticon where the inmates all watch each other, recording every motion, utterance, and moment from multiple angles and modes of inscription? Mobicasting by building itself on a open platform suggests possibilities for reshaping its usage and deployment in new forms that are open to the multiple and fluctuating forms of desire, motivation, and connections we bring to media communication.

The multiplication and expansion of new forms of movement, experience, and life must find ways to escape, to move through and beyond a logic of representation which confines them into updated versions of the same old story. It is a form of walking while asking questions, not only about the world and our shared experiences, but also questions about how we pose and represent these questions to ourselves. It may stumble awkwardly trying to find its footing, perhaps even tripping over its own immaturity at points, but is ultimately in strengthened within the molecular proliferations from which it emerges. Rejecting both uncritical techno-utopianism and naïve Luddism the task is to seize upon possibilities for political communication by working from the social dynamics of technology and the technical forms extended across the entire social field. Let then a thousand machines of life, dancing, celebration and movement bloom across the endless fields of human experience.

The mobicasting system is free software, and is documented at
http://www.streamingsuitcase.com

The system was realized in context of the Transsiberia web documentation
project produced by in collaboration with m-cult and Kiasma.
http://www.kiasma.fi/transsiberia/stream.php

Ed says…

He's been given this space to rant, so rant he shall!

My target for this edition is the fetishization of 'Theory' by the Boys and Books' brigade (not that it is only boys that do this mind you, it is just that they seem to take most pleasure from it). Boys and Bookists are those in our midst who seem to have forgotten that theories are, really, nothing more than tools, tools to do things with in the world. *Their* Theory has become treasured artefact and collectable. They spend their time hunting out obscure, forgotten or ancient ones in the equivalent of the academic car boot sale or collectors fair. Once found, the ancient rusty Theory is restored, polished, and hung like a treasured artefact in their intellectual garages. Now this sort of behaviour is in itself fairly harmless, if a little eccentric. The problem is, however, that it doesn't end there. Boys and Bookists sully academic arenas - the conference, the seminar, the journal article – with competitive showing off of their tools, encouraging one and all to admire the girth of their knowledge. That these scholars might use their treasured tools to actually take apart or attempt to fix some social malaise is anathema to this strange group – the tool may get sullied or tarnished by such contact. It is, therefore, a painful irony that Boys and Bookists are not so squeamish in covering their tools in academic blood or brains - as demonstrated by the frequency with which they bludgeon unsuspecting others at conferences and the like. Now, don't get me wrong. I am all for using the right tool for the job (I know the frustration, for instance, of reading research mangled through the careless application of the latest, shiniest, fashionable Theory when a good old fashioned Marxist hammer would have sufficed), and I get as frustrated as the next person when I see 'academic' work that has used no tools at all (without being tightened by the right tool such texts typically fall apart with the barest prod). But the fetishization of the Tool is plain weird, bringing it out to show it off is icky, and beating others over the head with it is just nasty. So, the next time you see one of these characters start to get their Big Tool out for their own intellectual self-pleasuring please ask them quietly but firmly, for all of our sakes, to put it away.

If you have comments, would like to rant back, or have suggestions for future rants please email: Edward.Wray-Bliss@Nottingham.ac.uk

The Musery

This issue's musery is dominated by reflections from SCOS in Stockholm but we being with a couple of reviews of Other Happenings and a few words from David Bubna-Litic for good measure

GLOBAL THINK!

David Bubna-Litic

One thing that Watzlawick, Weakland, & Fisch, (1974) helped me recognise was that the more things change the more they stay the same. In Australia, the faces in power may change, but what remains consistent is their denial of the voice of the *other*. In the short 200 year period of our history, we have gone from denying a peoples' voice by pretending that they don't exist, to a new form of denying a peoples' voice by inventing their existence. The first approach began by labelling this

country as "terra nullius" or uninhabited, which was rather strange considering the hundreds of thousands of indigenous Australians who had lived here for millennia. Over time, these people have declined in population and eventually their cultural and social existence is already marginal.

Recently, a new approach has developed where the few who might resort to excessive measures to be heard, such as violence, have been inflated to become 'an invisible army'. This second approach begun by labelling them as "terra - ists". This relatively microscopic group of extremists justify themselves as representatives of the victims of oppression. Whilst they have got our attention, it is interesting to observe how they spectacularly fail to make their point. Sadly, the people they purport to represent remain silent, unrepresented, and voiceless.

This infinitesimal fraction of the population (who we are told are many) have through their clumsy actions provided the perfect foil for a few (who also tell us they are many) to distract us from our national conscience. We ignore the plight of world poverty because we must deal with the fabricated presence of weapons of mass destruction and the potential actions of a fanatical few which have been exaggerated to such an extent, that it seems necessary to declare *war* on them. Hello? Australia has become an ally in the US-led 'war on terror'. Curiously, the social construction of a people seems bring forth a physical existence.

Perhaps this is proof that organization theorists have no impact whatsoever, after all, haven't we already discovered Group Think? Perhaps this is greater order phenomenon, which we should coin a new term: "Global Think." Adapted from Janis (1972) Global Think can be defined as: a mode of thinking that people engage in when they are deeply involved in a group (often dominated by a powerful actor), so that the members' strivings for harmony and cooperation override their motivation to realistically appraise alternative courses of action in favour of conformance. I think this would be a helpful framework for making sense of what is happening in Australia. Personally this goes some way to answering my curiosity to know what is going on. Why are we doing this? What do we expect to gain?

Organisation theory can be helpful in this regard, for example, we can draw on William Whyte's (1956: 10) cogent portrayal of the Organization Man who: "Only

by using the language of individualism to describe the collective can he stave off the thought that he himself is in a collective as pervading as any ever dreamed of by the reformers, the intellectuals, and the utopian visionaries he so regularly warns against." We only have to see the use of the language of freedom and such invidiously fluid terms as 'energy cooperation' and 'free trade' to see the real basis of these threats to the national security to a country which controls over 10,000 nuclear weapons. It would seem that the magnitude of response to these threats may also be a reaction to stave of the thought that we might be part of something more violent and more threatening to freedom than any ever dreamed of by the extremists, the renegades, and zealots that we are so regularly warned against.

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The Dilemmas Conference
London, 2005

Reviewed by,
Ian Ulyatt and John Mendy
Faculty of Business and Law,
University of Lincoln, UK

The ninth International Conference on 'Dilemmas for Human Services' was organised by the Universities of East London and Staffordshire and held at the British Library from 2 and 3 September 2005.

The organizers warmly welcome all participants to the conference thereby setting the collegial tone and ethos for the rest of the deliberations. Great emphasis was placed on the scholarly, critical and supportive nature that the conference has sought to propagate as a guiding spirit for all its conferences. This attitude of warmth and acceptance and the dismantling of academic barriers set the posture, academic and social

atmosphere for the entire duration of the conference. This feeling of camaraderie was even translated to the evening events where networking was enthused like wine in the dining centres of East London.

The conference papers from each presenter enthused their audiences who were overflowing with scholarly brilliance, respect for the story-tellers research positions and a deeper understanding of their topics. Insightful, meaningful and academically interesting questions followed each session, with honest and frank feedback. To us the conference was a wonderful collegial experience and teeming with success. Both of us gained immense knowledge and insights into other people's research passions. We anticipate attending many more of the dilemmas series in future years.

Critical Management Studies PhD Forum September 17th-18th, 2005, Oadby, Leicester

Reviewed by,
Rowland Curtis, Manchester Business School
This September a weekend-long Critical Management Studies PhD forum was held in Leicester entitled *Radical Practice in the Academy: Confessions of Dangerous Business Minds.* The forum was jointly organised by doctoral students from both the University of Leicester Management Centre and Warwick Business School and was held at Leicester University's Beaumont Hall

The organising theme of the forum, radical practice in the academy, provided a loose point of contact between diverse papers on subjects ranging from aspects of research training, radical methodologies and reflexivity, critical teaching experiments and the significance of strategies of resistance in the political spaces of academia. There was a healthy forward-looking attitude to the presentations, which was fitting of a conference attended by 45 doctoral students from institutions across the UK and the European continent, and who must represent a significant slice of the future of CMS academia.

In this spirit, keynote speaker Steve Fuller (Warwick) gave a lengthy presentation on the possible futures of academics as public intellectuals, followed by insightful reflections from Campbell Jones (Leicester). Amongst a

number of colourful opinions, the Nike Air 'Jordan' shod Fuller argued the need for a reinvigoration of the ability of academics to work towards new ways of engaging with different audiences and media, aiming to bridge the gap he perceived to exist between intellectual fora within and without the university.

Beaumont Hall, the event's venue, backs onto the University's elegant botanical gardens and impressive sculpture display which, in the bright sunshine of that weekend made for reviving breaks between sessions. Meanwhile, at the end of the first day of the event, SCOS sponsored a well received wine reception that was followed by a barbeque in the gardens of the lively and eccentrically interiored Old Horse Pub, which featured what may well be the most impressive tea pot collection I have ever seen.

The forum was the first doctoral-level critical management studies event to take place in the UK and there are plans for a similar forum to take place in 2006, which is hoped to establish the gathering as a regular event. Details to be announced in the new year.

One of the many positive things to come out of the September forum was a new email listserv for doctoral students with an interest in Critical Management Studies (CMS). I am told that the group already has over 80 subscribers, so to join them go to http://www.jiscmail.ac.uk and type 'CMS-Doctoral' in the 'Find Lists' box.. To send out a message on the list, email your message to cms-doctoral@jiscmail.ac.uk If you have any questions about the list, please contact the lovely:
Armin Beverungen   - dab19@leicester.ac.uk
or Kate Kenny   - k.kenny@jbs.cam.ac.uk

We're especially pleased to hear such a large number of doctoral students attended this event, showing that the future of critical academia is alive and kicking. Part of the SCOS ethos is to support PhD students whenever we can and this can take the form of conference bursaries or contributions to *Notework* for instance (and of course good old fashioned drinks receptions!) If you're a PhD student new to SCOS we'd be absolutely delighted to meet you in Nijmegen and if you're an old timer, please encourage your students to come along! – *eds.*

SCOS July 2005
KTH, Stockholm, Sweden

Dawn Gilpin, SCOS bursary recipient
Temple Univeristy, USA

My SCOS 2005 experience actually began before I even landed in Stockholm. During the flight from London, I wanted to double-check when my paper was scheduled. No sooner had I pulled out the program from my bag than I was hailed by a stranger: "Oh, you're going to SCOS!" The stranger turned out to be Sam Warren herself, who quickly welcomed me into the SCOSian fold and gave me a brief orientation of the group's past and present **(whilst downing beer and writing her OHP slides – eds!)**.

That encounter was to be my first taste of what sets this conference apart from any other I've attended: the

extraordinarily friendliness of everyone involved, and the sense of being welcomed into an extended family. The bright orange-and-white totes quickly became the markers of a group that is proud to set itself a bit apart, but is always eager to embrace new members. The initiation ritual is short and painless, consisting simply of responding to the oft-repeated question, "Is this your first SCOS?" An affirmative answer is followed by a knowing nod and a smile of secret understanding. I didn't quite understand this mysterious attitude until I'd spent an evening and a day experiencing the full range of work and play that, I soon discovered, is the hallmark of this crowd. It was no mean feat keeping up with a crowd who take their fun so seriously and their work with such a spirit of fun. It may take some practice before I really earn my stripes.

I returned home exhausted and jet-lagged, but also bubbling over with a renewed spirit and full of ideas sparked by the exciting presentations I'd heard, extemporaneous conversations held in various locations on and off the conference site, papers I'd read. Most of all, I felt a strong sense of intellectual and personal camaraderie. I've found it hard to explain the conference to my colleagues here; American conferences just aren't the same species. I highly doubt most European conferences are, either, as I'm convinced SCOS is a unique phenomenon that could probably make a worthy object of study in its own right. All in all, I couldn't have asked for a better midsummer experience, and I'm so grateful for the bursary that allowed me to make my way across the Atlantic.
As for now, I'm already working on my demon-themed paper. I'm hoping to have the opportunity to turn to a new acquaintance and ask, "Is this your first SCOS?" followed by an enigmatic smile.

David... the naked conference organiser (by popular demand!)

Some of you may remember this priceless SCOS moment at the gala dinner at Gronelund theme-park when David Skold shrugged off his Scandinavian reserve to pose for *Notework* at the request of a certain contingent of the membership!

"Zing-Zing"

by

Peter Pelzer

Sometimes nicknames and symbolic values turn out to get a strangely real significance. During a presentation

of the last conference in Stockholm people sitting in the back of the room near the door suddenly heard noises coming from the corridor: at a first hesitant joggling at a door, soon becoming stronger though in vain, at last a loud knocking on the door to gain attention. It turned out to be a participant of the conference who found himself locked up in the toilet when he couldn't turn the door's knob from the inside. He was "freed" by other participants. This would just have been worth a short laughter, which the incident immediately provoked as the locked up person was one of the next presenters. However, this reminded me of the board meeting which took place in exactly this building last year in November. It was a Saturday and naturally the board members were the only persons in the building.

On the upper floor the toilets are not situated next to the meeting room but on the parallel corridor. Guess what happened – yes, of course, after a break we realised that someone was missing and that we didn't see him for quite a while. Only then we realised a distant knocking on the wall. Alf was sure that no construction work was under way so we finally got the

clue that this might come from the toilets and rushed to free our appreciated fellow meeting participant.

As it was no single incident I hesitate to consider it purely accidental. Isn't it a wonderful realisation of a nickname: the building called "Zing-Zing" for aesthetic reasons of its appearance "locks up" its guests in the toilet…

Parting thoughts…

SCOS conferences are always tumultus affairs. Meeting familiar faces in unfamiliar places, SCOS always feels like a home-coming, a space to regroup, recharge and remember why I'm in this job. But sitting here in the sunshine at Arlanda airport (outside having a cigarette – thank you Sweden for curtailing my conference smoke-a-thon!) I'm left with an incredibly acute sense of loss. Perhaps that's to be expected after such excess, but these few days in Stockholm have been my most memorable SCOS so far. (Here I shamelessly stamp my author's foot in an anti-Derridean manner and yell please, please PLEASE don't read this as casting aspersions on any of the other wonderful gatherings we've had!) Like the rides at Gröna Lund, its been a rollercoaster of emotions for me: an 'outing' as an almost completed phd, listening to the most enjoyable, nay, captivating set of papers I've heard in a while, being sick, singing, spending four oh-so-precious days with some of my best mates, crying, losing myself, dancing, shaking with nerves and laughing so hard I feel like I've had an abdominal workout, sometimes all in the space of a few hours…

For the first time, I don't want to go home. I'm hoping that I miss my boarding call and we can stay in this scossy little bubble for a little bit longer. Perhaps its got something to do with the fact that the sun never really set and the sky never really got dark – days and nights blurred together in an eternal time-indifferent haze; perhaps it's the slump I feel going back to everyday humdrum life at work, triggered by Damian and Campbell's rant in 'Manifestos'... I don't know, perhaps its just that Scandinavian vibe that soothes and calms like a child's favourite blanket? Or perhaps its lack of sleep and alcohol poisoning?

Next stop Nijmegan: same time next year then?

AGM lunch

A long way down!

Doctoral students abroad!

The SCOS virgin!

22

Beautiful KTH – conference venue

EXCESS !!

Our resident pianist!

See… it did get dark!

"Organize!"

Gala Dinner

23

SCOS Regional rep. reports: news from around the globe.

Thoughts, views and news from the SCOS regional representatives, take it away reps!

New administrative thought in South America

Jair Santos

The Faculty of Management Sciences and the Group of Investigation "New Administrative Thought", directed by professor Fernando Kronfly Cross, within the framework of the celebration of the 60 years of the Universidad del Valle y la Universidad Nacional de Colombia - hosts Palmira. From 22 to 26 november, in Cali/Colombia, We´ll have the "II SEMINARIO INTERNACIONAL NUEVO PENSAMIENTO DMINISTRATIVO" (2nd International Seminary of new administrative thought), directed to contribute to the development of the critical thought and the investigative spirit, through the contact with the contemporary thought in the field of human and social sciences; in this opportunity it will count on recognized originating lecturers of Canada, Brazil, Argentina, Mexico and Colombia.

Peace & quiet after excess in Stockholm

Saara Taalas

SCOS in Stockholm in July was very successful as we all know, and we thank once more Alf Rehn, Claes Gustafsson and the whole organising team at KTH Indek for all their efforts in putting together the most thrilling academic event in tropical Stockholm. In the aftermath of a very busy conference season in the summer 2005 in Scandinavia, the autumn has been nice and quiet time for recuperation. It must be for that particular reason that there is not much news from these parts. In case your opinion on the matter differs greatly, feel free to send in news, notes, experiences and tips on SCOSsian events, courses, and things around Scandinavia to be published here, where they belong!
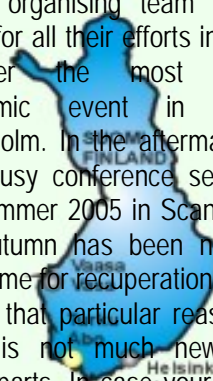
## Media and elections in Germany

Peter Pelzer

No, I can't. Initially I intended to give an ironic comment about the German election campaign and the following negotiations to form a new government. But always when I started to formulate something, reality was faster and found an even more unbelievable continuation.

Starting in May with the announcement of new election by Gerhard Schröder, governing this country stopped and didn't start again up to now, mid-November. The interesting thing during the campaign was that media reported as if the head of the Christian Democrats, Angela Merkel, was already chancellor, nobody doubted her to win, and the actual government appeared to have already lost. So the actual election in September had two results in one event: the Red-Green coalition was not re-elected, and the conservative-liberal combination was not just not elected, but the impression was and still is, that they were also elected out of office – an office they actually did not have.

Media create reality, but at the same time the media proved themselves wrong. The result so far are negotiations about a big coalition of the two largest losers, Christian Democrats and Social Democrats, talking about the distribution of offices first, and after that about topics with a strange distance from the perceived reality of anybody else.

No, I don't want to watch them ignoring the mood of the electorate in Germany. But perhaps there will be a solution between the editor's deadline of this column and the actual publication of *Notework*. Perhaps.
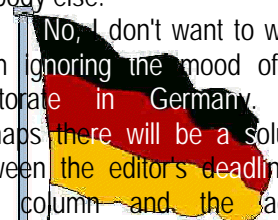
Postgraduate puzzler?

Peter Elsmore

Is anyone else amongst UK Scossers semi paranoid about taught postgraduate enrolment numbers on courses this academic year? Those SCOS people who know me personally know that my 'day job,' as it were, is the management of a full time MBA programme in one of the Midlands' Business Schools. Our numbers were noticeably reduced

this year and so I've been worrying about this ever since early October.

I've gathered from a number of other business schools, via telephone sampling (or via chats with scossers; whichever convinces you more), that this is not untypical. Those of us who read sociology first degrees in the days when Marxism ruled supreme had an intellectual formation that made the search for conspiracy second nature.

Well, what's gone on? The Education Guardian (1st November 2005) denial by the minister responsible for visas at the British Home Office that Her Maj's government have not made entry more difficult doesn't meet with my sampling outcomes.

Numbers are down and so budgets embarrassed and ultimately, courses and jobs are under threat. Other explanations of under enrolments might be local and so centre around inadequate marketing - just like the Conservatives who are still claiming that their message is good but their transmission of it

was faulty. Unlike the Conservatives, there might be something in this ... but how much - especially if the issue is widespread across much/all of the country...what's going on here this year!?

Heads down, butts up down under

Janet Sayers

Most of us down-under have had our head down and our butts up if I am anything to go by - not much to report this time in *Notework*. Planning is going ahead for a meeting of Australian and New Zealand SCOSers at the end of next year in early December or late November 2006. The meeting will be held in Auckland New Zealand and hosted by Massey University. Tentative theme for the conference is "Hosts and parasites", the idea of the imaginative Dr. Bob Woodward.

The lovely Dr. Campbell Jones has agreed to travel all the

way to New Zealand from the UK to stimulate us in some way with a talk about organizations and hospitality (the fact his parents live on the North Shore of Auckland is perhaps a motivating factor?). More details to follow on this conference early in the New Year. In the meantime, if you want to know more about this event then contact Janet Sayers j.g.sayers@massey.ac.nz or Craig Prichard c.prichard@massey.ac.nz

There is also another conference happening in New Zealand in Feb 2006 that may interest some readers of *Notework* in our region. This is a one day conference that addresses Critical Management Studies in NZ. The event, scheduled for February 11 next year, is being organized by Deborah Jones, Roy Jacques and Craig Prichard. The contact details of the organizers and more about this event can be found at http://www.massey.ac.nz/~cprichar/oil.htm

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Tales from the Field
Dr. Zoe Bertgan – over to you Zoe!

Now, I don't know about you but last night while I was cleaning my hard-drive it struck me that we waste a lot of Velcro during our research. I am talking about the abuse of the pedometer, that mobile gauge which organizational analysts use to measure the 'average walk distance' of employees within confined space. Some of you may be using the new digital space/time elapse calculators, but I've been wandering through my record collection to the sound of the stitch and rip too long to suffer the guitar riff of an antiquated greebo looking techie type 'oh yeah wot you got mister', and all that. And all that indeed. Sorry, but it's been a peculiar few months. I realise Velcro has come to dominate my life. How many times have I had to fill out an office supplies request form 101.45B (your university will have its own code) to replace those fragile plastic wheels upon which we impress all our careless neglect as we click on with the pedometer? ALL YOU NEED TO DO IS AFFIX THE VELCRO STRAP SNUGLY TO THE WHEEL ARCH! It tells you on the instructions. My research team, currently consisting of 6 individuals and 1 part time,

has yet to learn how to read, it seems. This, despite the recent recruitment of a distinguished member of our academy. Yes, I am pleased to let readers know that I've convinced the Right Honourable Professor Richard Y.Tlee to step out of retirement and push a pedometer around a few offices for me. With Y.Tlee in tow findings have been pouring into my mascaral depot tank. Oh come on! Shut up already! I hear you. *But he's 72, he can't be pushing around a pedometer at his age.* And *what a waste of talent.* But reader, it was *so* darned pitiful to see this giant of man bent over double in his little glass conservatory playing solitaire or proof reading the index to his 1958 introduction to Organizational Behaviour (apparently there were some huge errors!). So, anyway, he's out of retirement, and today, as I write this, he is out running a few errands for me. Yesterday I had him prepare a lecture for me to be delivered to the rest of the research team about the properties of Velcro.

George de Mestal was one of the best there was. He wrote the White Devil and the Duchess of Malfi. Well, word for word, copying out Webster. He is more famous for the discovery or invention– these things are never clear for us *methodologists* – of Velcro. A Swiss mountaineer, and amateur scientist, George was out walking his dog (Rufus) one day in 1948 when he began to inspect the burrs that had gathered on his raggedy little companion. Under the microscope he discovered that these plant seed-sacs are formed of thousands of little hooks that enable it to cling on so tenaciously to its carrier or host, taking it to new fertile spawning grounds. Oh! Desiring production … how it whirrs all around us. Nylon, stitched under the illumination of infra-red light, proved to be the ideal material with which to construct the burr side of Velcro. On his realisation that this product could be manufactured, he declared: 'I will design a unique, two-sided fastener, one side with stiff hooks like the burrs and the other side with soft loops like the fabric of my pants. I will call my invention 'Velcro' a combination of the word velour and crochet. It will rival the zipper in its ability to fasten!' Well! It's this kind of anecdote and their discovery that made Y.Tlee such a compelling academic and that makes him such a wonderful addition to my research team.

In telling this story to my research team I hope to inspire a more studious attention to the work performed by the Velcro strap. You see, I am sick and tired of picking up an innocent looking pedometer from the departmental tool shop only to find that when I'm out on a site visit this damned thing begins to act like a deranged, hallucinating shopping trolley. Pulling me this way and that, skipping and jumping, the wheel loose and erratic, up and down, side to side, I zig zag along, and what with my prosthetic ankle running short of batteries, we make a right double articulation. Only last week I narrowly avoided serious injury as the pedo performed a Serresian triple salchow dragging me into the blind alley of a 3G vortex. My ankle started to overcompensate and drawing all the strength from what remained in its batteries began to generate a counter-spin. And the smell! Its little hydraulics working overtime, I was close to humiliation. Those damned wet patches! I really began to lose it, I can tell you. If it wasn't for the noble and gallant intervention of my test subject it could have all ended in a most inconvenient tangle amongst the fire extinguishers and hose pipes collected at the top of the stairwell. Colleagues, research is dangerous. With his stories of Rufus and George, Y.Tlee's lecture tomorrow should stimulate a greater mindfulness of Velcro and help ensure that accidents and unnecessary expenditure are avoided, allowing us all to focus on the real questions of research in organizational behaviour and symbolism.

p.s. for those going to Nijmegan I will be found holding a masterclass on the devils of outsourcing Velcro production to South-East Asia.

Thanks Zoe… a brilliant exposition on a matter that troubles us all from time to time, we're sure! And thanks also for the salient reminder that Research Can Hurt. Make sure your up-to-date with your health & safety training folks!

Calls and announcements

My my, you are a busy lot… here are some of the forthcoming happenings you're organising. Remember if you'd like us to publicise your event please send us a **précis** only and a contact e-mail and/ or web address only (no pdf's please). Much as we adore editing *Notework* we simply don't have time or space to include great long soliloquies , sorry! (ooh we are nasty!)

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Doctoral courses and workshops at Copenhagen Business School

March 29 – 31 **Writing for Research Purposes:** 3-day doctoral workshop for students of management and organization. Coordinators: Prof. Peter Case University of the West of England, UK and Dr. Annette Risberg, Copenhagen Business School. Guest tutor: Prof. Stephen Linstead.

May 31 - June 2 2006 **Globalisation and the impact of outsoursing on firms, industries and labour in developing countries** Coordinator: Dr Henrik Schaumburg-Müller

June 12-14 Doctoral course on **Organization Identity: Conceptual origin and future applications.**Coordinators: Prof. Majken Schultz, Copenhagen Business School and prof. Mary Jo Hatch, University Virginia

To find out more about the courses (content, price, location) please contact Bente Ramovich at Copenhagen Business School, Department of Intercultural Communication and Management. E-mail: bsr.ikl@cbs.dk. Phone: +45 3815 3208 Information will also appear during the spring at http://uk.cbs.dk/forskning_viden/fakulteter_institutter_centre/institutter/oekonomi/ikl/menu/ph_d_uddannelse

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CMS at the American Academy of Management – Atlanta 2006

This will be the fourth time that CMS has had a place in the main program, and as participants in previous years will testify, the Academy meeting is becoming an important forum for Critical Management Studies As ever, we hope to have papers both developing established areas of CMS, and identifying new terrains for CMS. We hope too to have contributions from people at all stages of their academic career, and from practitioners too. Please do consider submitting a paper for the main program.

The official timings of the whole meeting are August 11-16 2006.

The "main program" (ie the refereed papers and symposia section) will run from 14 - 16 August. Before the main program, there is the Professional Development Workshop, and a pre-workshop. If you are interested in the PDW (Professional Development Workshop) contact Jean Helms Mills and Albert Mills on <mailto:cmspdw@smu.ca> cmspdw@smu.ca. If you are interested in the pre-workshop Paul Adler and Raza Mir are organizing contact <mailto:padler@usc.edu> padler@usc.edu .

The deadline for main program submissions is Monday, January 9, 2006 at 5:00 PM Eastern Standard Time (New York Time). Symposia proposals and papers for the Main Program (joint or CMS-only) should be submitted according to the instructions on the AOM Meetings submissions website. All Main program submissions must first be submitted to the

AOM submissions website and logged there before being sent to the Program Chair. Symposia submitted via this route can also be considered for designation as "All Academy Symposia".

Complete details on submission procedures for the main program are located at the 2006 Meetings website: http://meetings.aomonline.org/2006/ which is already open. Please contact me if you have any specific questions. Lets make this another good meeting for critters.

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American Academy of Management CMS Workshop – Atlanta 2006

The Critical Management Studies Interest Group is conducting a research workshop as part of our program of activities at the 2006 Academy of Management meetings in Atlanta, Georgia. The workshop will run Friday Aug 11 all day and Saturday Aug 12 till noon. The workshop is being organized by Paul Adler and Raza Mir (padler@usc.edu)The goal of the workshop is to foster in-depth discussion of research papers in critical management studies. The workshop will be organized as a series of parallel streams (working groups). Each stream will work together over the course of the day-and-a-half, going around the room discussing each paper in turn. There will also be plenary sessions and some social time when all the participants come together.

The calendar will be as follows:
Feb 1: deadline for submission of paper abstracts/summaries to stream conveners
Feb 15: workshop organizers announce final program
June 15: full papers are posted on the Workshop web-site

There are range of interesting streams calling for submissions covering topics including: *collective creativity; gender and diversity; information systems; Latin America; Social order & French theory; resistance; imperialism, nationalism & globalisation; aging workforces; Marxism; Qualitative research; Power*. Full details of the streams and workshop can be found at the CMS website: http://group.aomonline.org/cms/

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Art of Management, Krakow, Poland 5th – 8th Sept 2006

As we write, planning is going ahead for a variety of events including a visit and dinner at the Wieliczka Salt Mine (http://kopalnia.pl) with its unforgettable and stunning salt sculptures. This is a UNESCO site and we are very fortunate to have been able to book this event.We are also inviting someone to talk about Polish Art Nouveau – WOW! In addition to this – yes, there's more – an evening of traditional polish music and food has been organised … prepare to be amazed! We are still exploring other avenues of bringing the features of Krakow into the conference – so watch this space. These events, plus a visit to the International Cultural Centre – and not forgetting some of the most amazing proposals, including drama, music, art, street art etc., from the delgates themselves - promise to provide yet another amazing conference. This will be an event you wouldn't want to miss.

Streams include: *Aesthetics of Action; Aesthetics of Literature; An Aesthetic perspective on Organization, Land and Place; Art of Texture, Textiles and Touch; Art, humanity and potential; Coaching for Creativity, Imagination and Innovation; Collecting, Collectors and Collections; Mating with form – one sense is not enough; The Mortuary of History; Open Stream; Organizing Creative Economy; Phenomenology; Photography/Visual Arts; Poetry and Organizing; Towards an Aesthetic Economy; UrbansparkZ*

Full details of streams and submission details can be found at the conference website:
http://www.essex.ac.uk/afm/emc/third_art_of_management_and_org.shtm

Challenges to Media Policies and National Identities
http://uk.cbs.dk/forskning_viden/konferencer/esc

May 4-5, 2006 Hosted by Copenhagen Business School, Denmark, supported by UNESCO

Media experts, policy makers and academics, the satellite industry and civil society are brought together to set off a much-needed dialogue on the satellite challenges that Europe faces in the digital age. Four panels address the themes: *Satellite Industry and the Digital Age; Diversity and Diaspora: Arab Communities in Europe; New Spaces of Democracy; Governance of Global Information Flows.* Including speakers from UNESCO, European Commission, BBC World, Al Jazeera, Oxford University and University of Geneva.

European Academy of Management, Oslo, Norway, 17th – 20th May 2006
www.euram2006.no

The 2006 Conference theme is 'Energizing European Management!'Tracks can be located by clicking on 'Tracks' (left side of screen). Here are two specific calls for papers sent in by SCOS members.

Gender and Management in the Public Sector
Convenors: Jim Barry, Elisabeth Berg and John Chandler
The recent growth of a new managerialism in the public sector, following economic restructuring and political realignment in the wake of a pervasive neo-liberalism, is by now a well-documented phenomenon. Yet there is relatively little on gender and the new public management as a field of critical enquiry. Deadline for submissions: 1st February, 2006. As will be seen from the web site, authors are invited by the EURAM organisers to 'submit papers with an abstract of no more than 200 words and maximum 5 key words.

Revitalizing Career theory and practice - European Perspectives
John Blenkinsopp
I'm co-chairing a track on Career Theory at EURAM2006, and I thought the track might benefit from some Scosocentric input. Career theory meanders some pretty interesting paths, stimulated in part by some really interesting work on narrative, meaning, discourse et al from the counselling and guidance quarter, but it could walk a little wilder. How about career aesthetics? Silence in the CV? Reality TV stardom as a postmodern career? The formal call will shortly be posted on the EURAM2006 website but in the meantime contact John Blenkinsopp (john.blenkinsopp@ncl.ac.uk) with any queries.

In Celebration of Claudio Ciborra - The 6th Social Study of ICT workshop at the LSE
www.is.lse.ac.uk/events/ssit6

Department of Information Systems will host the sixth annual Social Study of ICT (SSIT6) workshop on 27 and 28 March 2006. The original idea for these workshops came from Claudio Ciborra and this two day event will celebrate his life and work in the Information Systems field.The programme will consist of presentations by distinguished invited speakers from academia and lively panel discussions, affording the opportunity to consider Claudio's unique and innovative ideas and theories on Information Technology and Organizations.

A draft programme is under preparation, but we expect the workshop to run from 9:30 a.m. on Monday 27 March to the lunchtime on 28 March. An informal PhD Q&A session based on a planned poster exhibition will take place from 2.00 -

5.00 p.m. on the Tuesday afternoon. There is no charge for attending the workshop and refreshments will be provided. If you have any questions or comments, please email Emma Keys, Research Coordinator (mailto: e.s.keys@lse.ac.uk)

5th Int. Conference on Corporate Social Responsibility, 1-4 May 2006, Edirne, Turkey
www.davideacrowther.com/edirnehome.html

The fifth conference in this series will be hosted by Trakya University. The conference will take place in Edirne, Turkey. Contributions are welcome from anyone who has a perspective on this important issue. Papers are welcome on any topic related to this issue. Offers to run workshops, symposia, poster sessions. themed tracks or alternative events are especially welcome. Please contact Kiymet Tunca Caliyurt (kiymet1442@yahoo.com) with suggestions.

Abstracts of 250 – 500 words should be sent by 28th December 2005 (preferably by email to David Crowther at davideacrowthe@aol.com) or by post to Professor David Crowther, 5th International Conference on CSR, De Montfort University, Faculty of Business & Law, The Gateway, Leicester LE1 9BH, UK. Selected papers from this conference will be collected for publication in special issues of journals associated with the onference. It is also anticipated that an edited book will be produced. Full details will be provided later. Full and updated details can be found at the conference website.

Intimacy and Organisation 18th Jan 2006, Keele University, Staffordshire, UK.

A One-day workshop and proposed *Gender, Work and Organization* special issue
Organisers: Deborah Kerfoot and Nick Rumens

We invite presentation of full papers or `work in progress'/ideas pieces from new and established scholars which address theoretical and/or empirical dimensions of intimacy and organisation. The cost of the day workshop will be £55 to include all refreshments and full restaurant lunch. 3 free places (provide own travel and expenses) for PhD students are available. Supporting statements of 500 words and proof of status from your institution are required.

Abstracts of approximately 500 words (excluding any references) with 3-5 keywords are invited by 9th December, 2006. Please E-MAIL your abstract to Nick at mnd10@keele.ac.uk Abstracts should include title of paper, FULL contact details, including your name, institutional affiliation, mailing address, telephone number and e-mail address.

Management Decision Special Issue May/June 2006
Poetry, Organisation, Emotions, Management and Enterprise POEME

There is a growing appetite for new thinking in business, organisation, leadership and management and for a publication that recognises the artistic, poetic, and creative aspects of these activities. The application and connection of poetry to many fields of professional discourse is becoming well-established. The aims of this Special Issue, entitled Poetry, Organisation, Emotions, Management and Enterprise: -POEME-.are to focus explicitly on the relation between Poetry and Management and specifically:

- to bring together some hitherto latent communities; of academics who find that the poetic traditions are relevant to their own scholarly agenda, managers who write or read poetry and have experienced its liberating influences on their own practice, students entering the worlds of knowledge in diverse ways,
- to link the worlds of management with the central traditions of literary and poetic scholarship.,
- to offer a first port of call to new scholars, new writers, and innovators in pedagogic practice linking the worlds of poetry, business and management .

Papers on any of these themes are now welcomed and should be submitted as soon as possible and in any case not later than January 6, 2006. Contributions of no more than 5,000 words should be submitted to Jane James and David Weir at janejames1@btinternet.com and dweir@runbox.com

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Organizing revolution: from the halls of versailles to "the revolutionary Atkins diet!"

In his "Brief, Yet Helpful, Guide to Civil Disobedience" Woody Allen gives the following theoretical introduction of revolution: "In perpetrating a revolution, there are two requirements: someone or something to revolt against and someone to actually show up and do the revolting. Dress is usually casual and both parties may be flexible about time and place but if either faction fails to attend, the whole enterprise is likely to come off badly." Drawing on this concise definition we invite papers to explore the historical meaning and impact of the concept of revolution in organization and business discourse.

The workshop organizers invite expressions of interest from potential participants. The workshop will run at the School of Business and Economics, Swansea University June 2006. A number of historically orientated papers will be selected for publication in a special issue of Management and Organizational History (see http://moh.sagepub.com/) in August 2007. For further details, please contact either Alf Rehn (alf@abo.fi), Christian de Cock (C.De-Cock@exeter.ac.uk) or Peter Fleming (p.fleming@jbs.cam.ac.uk).

Society and Business Review – call for papers

The journal aims to cultivate and share knowledge and ideas in order to assist businesses to enhance their commitment in societies. Being international in outlook and interdisciplinary in scope, the journal seeks to provide a platform for diverse academic and practitioner communities to debate a broad spectrum of social issues and disciplinary perspectives, globally. In this fast-growing, ever-changing, and always challenging field of study, *Society and Business Review* draws on theoretical, methodological and substantive debates to produce a rich vein of applied research that focuses on practical developments in the field of social issues of business activities worldwide. Business is IN society, where it is seen as a social activity among others. The journal particularly encourages attention to the impact of changes to the business/corporate social concerns and practices on people, the sustainability of different economic activities and how societal issues influence the scope of business activities, through contradicting social philosophies and business.

The first issue of *Society and Business Review* will be published in February 2006, with two further issues following in that year. Submissions of 3,000-5,000 words in length should be e-mailed to the editor Yvon Pesqueux at pesqueux@cnam.fr with the manuscript attached to the e-mail as a MS WORD file.

SC'MOI conference – Washington, April 2006

KEYNOTE SPEAKER: George Ritzer Conference Theme: The Deficit of Democracy

We are a discussion-intensive group of 40-60 participants who build a conversation together over 3 days of participation-oriented presentations. Discussions often carry
over to lunches and evening events, and folks really get to know each other as friends and colleagues.   Work-in-progress is welcome! We have a unique mix: junior grad students along with senior faculty including at least 6 journal editors! NOTE: Very inexpensive rates for grad students!!

All participants will receive a Proceedings after the conference. Conference sessions are eligible for "Special Topics" issues of several journals whose editors will be at the conference, including Tamara: Journal of Critical and Postmodern Organization Science (this is the official journal of the conference; participants receive a subscription), and the Journal of Organizational Change Management among other well-respected journals from France, Netherlands, UK, and Australia.

Email questions to Grace Ann Rosile (garosile@nmsu.edu), Alexis Downs (downsale@emporia.edu), and
David M. Boje (dboje@nmsu.edu)

….and finally
Hope you've enjoyed this edition of Notework. Given the short time frame we've had to put this baby to bed (yeah, right!!) rest you can be assured this issue continues to be the flavour of things to come! Send us your comments, articles, news and views (not forgetting your competition entries!) at Notework HQ (a decentralised hive of editorial effervescence…)

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