Contents

List of Contributors xiii

INTRODUCTION 1
The New and Emerging in Management and Organization: Gatherings, Trends, and Bets
Daved Barry and Hans Hansen

PART 1 LOOKING AT ORGANIZATIONS 11

1.1 The Future of Critical Management Studies 13
Mats Alvesson
Snapshot
Theorizing the Future of Critical Organization Studies 27
Dennis K. Mumby
Snapshot
Getting Critical About Sensemaking 29
Albert J. Mills

1.2 The Art of . . . 31
Daved Barry

1.3 How We Know What We Know: The Potentiality of Art and Aesthetics 42
Ian W. King

1.4 Alterity/Identity Interplay in Image Construction 49
Barbara Czarniawska
Snapshot
Organizational Identity as an Emerging Perennial Domain 63
Dennis A. Gioia
Snapshot
Is Identity in and of Organizations Just a Passing Fad? 66
Michael G. Pratt

1.5 Exploring Plato’s Cave: Critical Realism in the Study of Organization and Management 68
Mike Reed
Snapshot
Philosophy as Core Competence
*Martin Kilduff and Ajay Mehra*

Snapshot
For Informed Pluralism, Broad Relevance and Critical Reflexivity
*Hugh Willmott*

1.6 Revisualizing Images in Leadership and Organization Studies
*Eric Guthey and Brad Jackson*

Snapshot
Can a Leader be 'True to the Self' and Socially Skilled?
*William L. Gardner and Claudia C. Cogliser*

Snapshot
The Art of Global Leadership
*Nancy J. Adler*

1.7 Analyzing Artifacts: Material Methods for Understanding Identity, Status, and Knowledge in Organizational Life
*Beth A. Bechky*

Snapshot
Risk and Organizations: Toward a Cultural-Symbolic Perspective
*Robert P. Gephart, Jr., Cagri Topal and Michael Kulicki*

1.8 On the Practise of Practice: In-tensions and Ex-tensions in the Ongoing Reconfiguration of Practices
*Elena P. Antonacopoulou*

Snapshot
The Nature of Research Practice
*Jean M. Bartunek*

1.9 Statistico-organizational Theory: Creating Organizational Management Theory from Methodological Principles
*Lex Donaldson*

Snapshot
Updating Organization Theory
*Jerry Davis*

Snapshot
Organization Studies is (and should be) Different from Economics
*Jeffrey Pfeffer*

Snapshot
A ‘Neo-Carnegie’ Perspective on Organizations
*William Ocasio*

Snapshot
The Frustrating Search for Interaction Effects
*Herman Aguinis and Charles A. Pierce*
<table>
<thead>
<tr>
<th>CONTENTS</th>
<th>vii</th>
</tr>
</thead>
</table>

**Snapshot**  
From 20th Century Knowledge Management to 21st Century Challenges  
*Deborah Dougherty*  
154

1.10 Indigenous Perspectives on Restorying and Restoring Organizational Life  
*Laura Brearley, Treahna Hamm, Doris Paton and Mark Rose*  
156

**Snapshot**  
Workplace Spirituality, Towards What Purpose?  
*Marjo Lips-Wiersma*  
167

1.11 Social Worlds Theory and the Power of Tension  
*Bente Elkjaer and Marleen Huysman*  
170

**Snapshot**  
Learning about Networks from Terrorists  
*Margaret Wheatley*  
178

**Snapshot**  
Musings on Current State of International Management Research  
*Rosalie L. Tung and Snejina Michailova*  
180

**Snapshot**  
Globalization and Organization Studies  
*Mauro F. Guillén*  
182

1.12 Strategy: Past, Present, Future  
*Stephen Cummings*  
184

**Snapshot**  
Toward the Ecological Ideal: Notes for a Complex Understanding of Complex Organizations  
*Haridimos Tsoukas*  
195

**Snapshot**  
New Problems for Strategy  
*Anita McGahan*  
199

---

**PART 2 LIVING IN ORGANIZATIONS**  
201

2.1 Spin  
*David M. Boje*  
203

**Snapshot**  
Schools for Organizing  
*Martin Parker*  
213

**Snapshot**  
Empty Organizations  
*George Ritzer and Craig Lair*  
215

**Snapshot**  
Organizational Defenses; Denials and Denials of the Denial  
*Chris Argyris*  
217
Snapshot
Making Research/Intervention in our Field: A Modest Proposal for ASQ and AMJ
William R. Torbert

2.2 Technique and Practices from the Arts
Steven S. Taylor and Inga Carboni

2.3 Aesthetics in the Study of Organizational Life
Antonio Strati

Snapshot
Whither Emotion?
Stephen Fineman

2.4 The Social Life of Values: Cross-cultural Construction of Realities
Slawomir Magala

Snapshot
Nurturing the Divide: Toward Maximizing the Value of Management Research from both Sides of the Atlantic
C. Marlena Fiol and Edward J. O'Connor

2.5 Humanist Organizational Studies: An Intersubjective Research Agenda for Open (-plan) Fieldwork
Hugo Letiche

Snapshot
Feeding Marshmallows to Alligators: The Inherent Fragility of Human Organization
Robert Chia

Snapshot
The Rise of Cartesian Dualism and Marketization in Academia
Mustafa F. Özbilgin and Myrtle P. Bell

2.6 Symbolic Value Creation
Davide Ravasi and Violina Rindova

Snapshot
Critically Constructing Constructionism
Dian Marie Hosking

2.7 The Role of Narrative Fiction and Semi-Fiction in Organizational Studies
Gail Whiteman and Nelson Phillips

Snapshot
Towards a Critical Engagement with Metaphor in Organization Studies
Cliff Oswick

2.8 Routine Dynamics
Martha S. Feldman and Brian T. Pentland
CONTENTS

Snapshot
‘Enriching Research on Exploration and Exploitation’
Lori Rosenkopf 316

2.9 The Implications of Aristotle’s *Phronēsis* for Organizational Inquiry
George Cairns and Martyna Śliwa 318

Snapshot
Philosophy of Management: Instead of a Manifesto
Ole Fogh Kirkeby 329

2.10 Wisdom: A Backdrop for Organizational Studies
David A. Cowan and Lotte Darsoe 332

Snapshot
Knowledge in the Absence of Wisdom
David Rooney, Bernard McKenna, Peter Liesch and Kim Boal 344

Snapshot
Organization and Management Studies: An End in Itself or a Means Towards a Better Social and Economic life?
Tony Watson 347

2.11 Maternal Organization
Heather Höpfl 349

Snapshot
Feminist Theorizing
Marta B. Calás and Linda Smircich 359

Snapshot
Why Difference Matters in Organizations
Martin N. Davidson 362

2.12 Strategy-as-Practice
Paula Jarzabkowski 364

Snapshot
A New Focal Point: Interactions, Deliverables and Delivery
Jeffrey D. Ford and Laurie W. Ford 379

Snapshot
Entrepreneurship and Competition at the Intersection: Maintaining Strategic Resilience
Shaker A. Zahra and R. Isil Yavuz 381

Snapshot
Strategic Supply Chain Management
David J. Ketchen, Jr. and G. Thomas M. Hult 383

2.13 Improvisation in Organizations
Joao Cunha and Miguel Pina e Cunha 385

Snapshot
Researching the Private–Collective Innovation Model
Georg von Krogh 396
### PART 3 ACTING ON ORGANIZATIONS

<table>
<thead>
<tr>
<th>Section</th>
<th>Title</th>
<th>Author(s)</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.1</td>
<td>Performing the Organization: Organization Theatre and Imaginative Life as Physical Presence</td>
<td>Timothy Clark</td>
<td>401</td>
</tr>
<tr>
<td>3.2</td>
<td>This is Work, This is Play: Artful Interventions and Identity Dynamics</td>
<td>Stefan Meisiek and Mary Jo Hatch</td>
<td>412</td>
</tr>
<tr>
<td>3.3</td>
<td>Aesthetic Play as an Organizing Principle</td>
<td>Pierre Guillet de Monthoux and Matt Statler</td>
<td>423</td>
</tr>
<tr>
<td>3.4</td>
<td>If People are Strange, Does Organization Make Us Normal?</td>
<td>Stewart Clegg</td>
<td>436</td>
</tr>
<tr>
<td></td>
<td><strong>Snapshot</strong></td>
<td><strong>Identity Hijack</strong></td>
<td>447</td>
</tr>
<tr>
<td></td>
<td>Majken Schultz</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>Snapshot</strong></td>
<td><strong>The Tyranny of Theory</strong></td>
<td>449</td>
</tr>
<tr>
<td></td>
<td>Olav Sorenson</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>Snapshot</strong></td>
<td><strong>That's Important! Making a Difference with Organizational Research</strong></td>
<td>451</td>
</tr>
<tr>
<td></td>
<td>Adam M. Grant, Jane E. Dutton, and Brent D. Rosso</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>Snapshot</strong></td>
<td><strong>Some Thoughts About Trade-Offs</strong></td>
<td>453</td>
</tr>
<tr>
<td></td>
<td>Angelo S. DeNisi</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.5</td>
<td>Abduction</td>
<td>Hans Hansen</td>
<td>454</td>
</tr>
<tr>
<td></td>
<td><strong>Snapshot</strong></td>
<td><strong>The Dialectics of Propositional and Tacit Knowledge</strong></td>
<td>464</td>
</tr>
<tr>
<td></td>
<td>Daniel G. Spencer</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>Snapshot</strong></td>
<td><strong>700 Sage Words?</strong></td>
<td>467</td>
</tr>
<tr>
<td></td>
<td>Tom Keenoy</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.6</td>
<td>Corporeal Leaders</td>
<td>Arja Ropo and Erika Sauer</td>
<td>469</td>
</tr>
<tr>
<td></td>
<td><strong>Snapshot</strong></td>
<td><strong>The Future is Now</strong></td>
<td>479</td>
</tr>
<tr>
<td></td>
<td>James G. (Jerry) Hunt</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>Snapshot</strong></td>
<td><strong>Why Leaders Fail</strong></td>
<td>481</td>
</tr>
<tr>
<td></td>
<td>Robert J. Sternberg</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
CONTENTS

Snapshot
How Can We Make Organizations More Ethical?
Edwin A. Locke 483

3.7 The Craft and Art of Narrative Inquiry in Organizations
Frances Hancock and David Epston 485

Snapshot
The Pragmatics of Resilience
Kathleen M. Sutcliffe and Timothy J. Vogus 498

Snapshot
A Note on ‘The Future of Positive Organizational Scholarship’
Gretchen Spreitzer 501

3.8 Building Community
Natalia Nikolova and Timothy Devinney 503

Snapshot
Shifting Sands in Communities of Scholars
Greg Northcraft 514

3.9 Situated Knowledge and Situated Action
Silvia Gherardi 516

Snapshot
W(h)ither Knowledge Management?
Ulrike Schultze 526

3.10 Indigenous Organizing: Enacting and Updating Indigenous Knowledge
Steven J. Finlay 528

Snapshot
‘Organizational’ Behavior is Largely Tribal Behavior
Blake E. Ashforth 538

3.11 Un-gendering Organization
Stephen Linstead and Alison Pullen 540

Snapshot
Gender Inequity and the Need to Study Change
Joanne Martin and Debra Meyerson 552

3.12 Creating Better Understandings of Organizations While Building Better Organizations
Roger L. M. Dunbar, A. Georges, L. Romme and William H. Starbuck 554

Snapshot
The Shape of Things to Come
Raymond E. Miles and Charles C. Snow 565

Snapshot
New Organization Forms – the Career of a Concept
Ian Palmer and Richard Dunford 567

Snapshot
New Organization Forms – the Career of a Concept
Ian Palmer and Richard Dunford 567
Snapshot
Suppose We Took Organizational Performance Seriously 570
C. Chet Miller

3.13 Managers Who Can Transform Institutions in Their Firms: Activism and the Practices That Stick 572
Robert Chapman Wood and Liisa Valikangas

Snapshot
Is Change on the Outside Like Change on the Inside? 583
George Roth

3.14 Where Are You Going? 586
Hans Hansen and Daved Barry

Index 589