Contents

Preface vii
Acknowledgements ix

1. The Reforming Organization 1
   The construction of organizations 1
   Reforms: frequency, contents, and consequences 6
   Reforms along fundamental institutions 10
   Reform dynamics 14
   Homogeneity and heterogeneity of forms 18

2. Beliefs Creating Reform: The Case of Markets and Organizations 21
   Beliefs and practice 21
   Markets and organizations 24
   Allocation of responsibility 31
   Bases and problems of legitimacy 33
   Reforms 38

3. Constructing Organizations: The Example of Public Sector Reform 43
   Reforms that construct organizations 45
   Constructing identity 46
   Constructing hierarchy 50
   Constructing rationality 51
   Reforms in packages or in strings 54
   Degrees of organization: actors, agents, and arenas 56
   Organizatory reform as completion 63
   Incentives for constructing organizations 67
   Conclusions 70
Contents

4. Politicization and 'Company-ization' – On Institutional Affiliation and Confusion in the Organizational World 72
   The political organization and the company 73
   Politicization, company-ization, and associationization 81
   Processes of institutional confusion 84
   Weak institutions 89

5. Organizational Reforms as Routines 91
   The supply of problems 92
   The supply of solutions 96
   The supply of forgetfulness 98
   The risks of reform 100
   Avoiding reform 101

6. The Standardization of Organizational Forms as a Cropping-up Process 105
   Standardization processes 107
   A cropping-up model of organizational forms 112
   Model dynamics 119
   Interaction between reforms and discourse 123
   Some additional questions 125

7. Reform and Power 127
   Reformers as agents 127
   Reform as image building 134

8. The Hopeful Organization 140
   The hope for the true organization 141
   Mechanisms of hope 143
   Maintaining hope 152

References 155
Index 167