The Work of Managers
Towards a Practice Theory of Management

Edited by
STEFAN TENGBLAD
# Table of Contents

| List of Figures | xi  |
| List of Tables  | xii |
| Notes on the Contributors | xiv |

## Part I: Framework

1. Overcoming the rationalistic fallacy in management research
   Stefan Tengblad
   3

2. Management in practice: Overview of classic studies on managerial work
   Stefan Tengblad and Ola Edvin Vie
   18

## Part II: A practice perspective on leadership and managerial work

3. Managerial leadership as event-driven improvisation
   Ingalill Holmberg and Mats Tyrstrup
   47

4. Managerial leadership: Identities, processes, and interactions
   Stefan Sveningsson, Johan Alvehus, and Mats Alvesson
   69

5. Multi-framing as a tool in top management teams
   Gary Kokk, Sten Jönsson, and Airi Rovio-Johansson
   87

## Part III: Operational managerial work

6. Work activities and stress among managers in health care
   Rebecka Arman, Ewa Wikström, Ellinör Tengelin, and Lotta Dellve
   105

7. Leadership as muddling through: Site managers in the construction industry
   Alexander Styhre
   131

8. R&D managers leading knowledge workers with care
   Ola Edvin Vie
   146

## Part IV: Administrative managerial work

9. Managers at the municipal top
   Anna Cregård and Rolf Sollå
   167

10. The Swedish Municipality Director: A managerial function between politics and administration
    Leif Jonsson
    190
## Table of Contents

11. Leaders of modern universities: Primi inter pares or chief executive officers?  
   *Lars Engwall and Carin Eriksson Lindvall*  
   206

12. Managerial work at the top: Tracing changes in work practices and efforts towards theory development  
   *Stefan Tengblad*  
   226

### Part V: Managerial work in small businesses

13. Managerial behaviour in small firms: Does it matter what managers do?  
   *Henrik Florén and Joakim Tell*  
   245

14. The duality of strategic managerial work in SMEs: A structuration perspective  
   *Anders Nilsson, Mats Westerberg, and Einar Häckner*  
   264

15. Managerial practices in family-owned firms: Strategizing actors, their arenas, and their emotions  
   *Ethel Brundin and Leif Melin*  
   281

### Part VI: The way forward

16. Refining shadowing methods for studying managerial work  
   *Rebecka Arman, Ola Edvin Vie, and Håvard Åsvoll*  
   301

17. Bridging the management theory and practice gap  
   *Rob B. Briner, Lars Engwall, Tina L. Juillerat, Henry Mintzberg, Frederick P. Morgeson, Michael G. Pratt, and Stefan Tengblad*  
   318

18. Conclusions and the way forward: Towards a practice theory of management  
   *Stefan Tengblad*  
   337

*Index*  
357