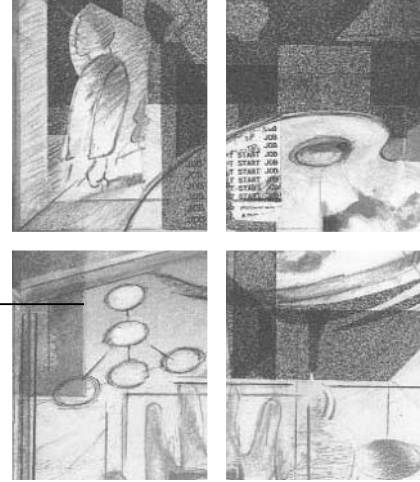


CONTENTS



PREFACE	xv
---------	----

THE AUTHORS	xxv
-------------	-----

PART ONE: MAKING SENSE OF ORGANIZATIONS 1

CHAPTER 1. INTRODUCTION: THE POWER OF REFRAMING 3

Virtues and Drawbacks of Organized Activity	5
The Curse of Cluelessness	6
Strategies for Improving Organizations: The Track Record	8
Theory Base	10
Frames and Reframing	12
Conclusion	18

CHAPTER 2. SIMPLE IDEAS, COMPLEX ORGANIZATIONS 20

Properties of Organizations	24
Organizational Learning	27
Coping with Ambiguity and Complexity	30
Common Fallacies in Organizational Diagnosis	35
Conclusion	40

PART TWO: THE STRUCTURAL FRAME 41

CHAPTER 3. GETTING ORGANIZED 43

Structural Assumptions	44
Origins of the Structural Perspective	45

Structural Forms and Functions	46
Basic Structural Tensions	49
Vertical Coordination	50
Lateral Coordination	53
McDonald's and Harvard: A Structural Odd Couple	56
Structural Imperatives	58
Conclusion	66
 CHAPTER 4. STRUCTURE AND RESTRUCTURING	 68
Structural Dilemmas	69
Structural Configurations	72
Generic Issues in Restructuring	82
Why Restructure?	83
Making Restructuring Work: Three Case Examples	85
Conclusion	92
 CHAPTER 5. ORGANIZING GROUPS AND TEAMS	 93
Tasks and Linkages in Small Groups	95
Teamwork and Interdependence	99
Team Structure and Top Performance	104
Saturn: The Story Behind the Story	106
Conclusion	108
 PART THREE: THE HUMAN RESOURCE FRAME	 111
 CHAPTER 6. PEOPLE AND ORGANIZATIONS	 113
Human Resource Assumptions	115
Human Needs	115
What Needs Do People Have?	117
Theory X and Theory Y	118
Personality and Organization	119
Human Capacity and the New Employment Contract	124
Lean and Mean: More Benefits Than Costs?	127
Investing in People	129
Conclusion	132

CHAPTER 7. IMPROVING HUMAN RESOURCE MANAGEMENT	133
Build and Implement an HR Philosophy	135
Hire the Right People: Know What You Want and Be Selective	137
Keep Employees	137
Invest in Employees	142
Empower Employees	143
Promote Diversity	153
Putting It All Together: TQM and NUMMI	154
Getting There: Training and Organization Development	157
Conclusion	159
 CHAPTER 8. INTERPERSONAL AND GROUP DYNAMICS	 160
Interpersonal Dynamics	162
Management Styles	170
Groups and Teams in Organizations	172
Conclusion	179
 PART FOUR: THE POLITICAL FRAME	 181
 CHAPTER 9. POWER, CONFLICT, AND COALITION	 183
Political Assumptions	186
Organizations as Coalitions	189
Power and Decision Making	192
Conflict in Organizations	197
Moral Mazes: The Politics of Getting Ahead	198
Conclusion	200
 CHAPTER 10. THE MANAGER AS POLITICIAN	 202
Political Skills	205
Morality and Politics	216
Conclusion	220
 CHAPTER 11. ORGANIZATIONS AS POLITICAL ARENAS AND POLITICAL AGENTS	 221
Organizations as Arenas	225

Organizations as Political Agents	228
Conclusion	238

PART FIVE: THE SYMBOLIC FRAME 239

CHAPTER 12. ORGANIZATIONAL CULTURE AND SYMBOLS	241
Symbolic Assumptions	242
Organizations as Cultures	243
Organizational Symbols	246
Conclusion	269

CHAPTER 13. ORGANIZATION AS THEATER	270
Institutional Theory	271
Organizational Structure as Theater	275
Organizational Process as Theater	278
Conclusion	285

CHAPTER 14. ORGANIZATIONAL CULTURE IN ACTION	287
The Eagle Group's Sources of Success	288
Leading Principles	289
Conclusion	298

PART SIX: IMPROVING LEADERSHIP PRACTICE 301

CHAPTER 15. INTEGRATING FRAMES FOR EFFECTIVE PRACTICE	303
Life as Managers Know It	304
Across Frames: Organizations as Multiple Realities	305
Matching Frames to Situations	309
Effective Managers and Organizations	313
Conclusion	319

CHAPTER 16. REFRAMING IN ACTION: OPPORTUNITIES AND PERILS	320
Structural Frame	321

Human Resource Frame	324
Political Frame	326
Symbolic Frame	328
Benefits and Risks of Reframing	331
Reframing for Newcomers and Outsiders	332
Conclusion	333
 CHAPTER 17. REFRAMING LEADERSHIP	 334
The Idea of Leadership	336
The Context of Leadership	338
What Do We Know About Good Leadership?	339
Gender and Leadership	344
Reframing Leadership	348
Conclusion	365
 CHAPTER 18. REFRAMING CHANGE: TRAINING, REALIGNING, NEGOTIATING, GRIEVING, AND MOVING ON	 367
A Common Change Scenario	368
Change and Training	370
Change and Realignment	373
Change and Conflict	376
Change and Loss	378
Change Strategy	383
Team Zebra: The Rest of the Story	385
Conclusion	393
 CHAPTER 19. REFRAMING ETHICS AND SPIRIT	 394
Soul and Spirit in Organizations	396
The Factory: Excellence and Authorship	400
The Family: Caring and Love	402
The Jungle: Justice and Power	403
The Temple: Faith and Significance	405
Conclusion	407

CHAPTER 20. BRINGING IT ALL TOGETHER: CHANGE AND LEADERSHIP IN ACTION	409
Structural Issues and Options	418
Human Resource Issues and Options	420
Political Issues and Options	421
Symbolic Issues and Options	423
Conclusion: The Reframing Process	429
 CHAPTER 21. EPILOGUE	431
Commitment to Core Beliefs	432
Multiframe Thinking	433
 APPENDIX. THE BEST OF ORGANIZATIONAL STUDIES: SCHOLARS' HITS AND POPULAR BEST-SELLERS	435
 REFERENCES	439
 NAME INDEX	459
 SUBJECT INDEX	471