

THE PARADOX OF CONTROL IN ORGANIZATIONS



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Paradox Of Control In Organizations

Randy R Bruegman



Paradox Of Control In Organizations:

The Paradox of Control in Organizations Philip Streatfield, 2003-09-02 Business leaders are expected to be in control of the situation in which their businesses find themselves But how can organizational leaders and managers control matters entirely out of their hands such as the next action a competitor takes or the next law a government may pass In this book Philip Streatfield reflects on his own experience as a manager to explore the question who or what is in control in an organization Adopting the perspective of complex responsive processes developed in the first two volumes of this series the author takes self organization and emergence as central themes in thinking about life in organizations He focuses on the tension between spontaneously forming patterns of conversation and intentional actions arguing that the order of organizations emerges through a combination of collective interaction and individual intentions The argument is developed by considering the day to day experiences of life in a large pharmaceutical organization SmithKline Beecham In today s organization managers find that they have to live with the paradox of being in control and not in control simultaneously It is this capacity to live with paradox and to continue to participate creatively in spite of not being in control that constitutes effective management

Management, Organizations, and Paradoxes Malgorzata Rozkwitalska-Welenc, Agnieszka Zakrzewska-Bielawska, Anna Maria Lis, 2025-06-27 Paradoxical tensions are persistently inevitable in today s complex organizational world Therefore managers should perceive them as a lens through which they see organizations and work through them Reconciling paradoxes requires understanding their nature and appraising them It also involves novelty and creativity in implemented tactics Thus to help managers navigate dualities and contradictions in their organizations Management Organizations and Paradoxes presents a comprehensive overview of implementing the paradox theory from a distinct organizational standpoint in the Central and Eastern European CEE context Beyond theoretical foundations it integrates recent research findings and practical insights providing rich knowledge for managing conflicting demands across diverse organizational dimensions In addition it unlocks new insights that can enrich academic discourse and guide practitioners in embracing a paradox mindset It develops less explored areas such as paradox regarding sustainability in clusters or digital and energy transition It also explores paradox in human resource management workplace learning diversity equity and inclusion policy It tests whether paradoxes have regional variation and provides insight from managerial practices in CEE The authors prove that organizations embracing paradox can expand the scope of their opportunities and thrive This monograph can serve as a scholarly guide for managers academics and Ph D students encouraging them to analyze and manage organizations from a paradox angle

Leadership for Organizations David A. Waldman, Charles O'Reilly, 2018-12-13 The need to develop better business leaders has never been greater Leadership for Organizations provides a brief overview of leadership at the individual team and organizational levels Authors David A Waldman and Charles O Reilly expertly cover the foundational leadership approaches with a special emphasis on contemporary issues as

well as visionary and strategic leadership Video cases from the Stanford Leadership in Focus video collection are available exclusively in the interactive eBook on VitalSource or RedShelf

Origins and Traditions of Organizational Communication Anne M. Nicotera, 2019-06-14 *Origins and Traditions of Organizational Communication* provides a sophisticated overview of the fundamentals of organizational communication as a field of study examining the field's foundations and providing an assessment of the field to date explaining and demonstrating a communicational approach to the study of organization It provides a set of literature reviews on focused topics written by experts in each area and links organizational communication theory and research to practice In reviewing foundational management theory the book analyzes how early to mid 20th century management theories shaped contemporary organizations providing students both with background knowledge of these foundational theories and an understanding of their influence on our thinking and our organizational world Written at an accessible level for early graduate students yet still sophisticated enough for doctoral students the book is ideal for students and teachers of organizational communication and communication history Downloadable ancillary materials include chapter PowerPoints and a set of instructors materials containing chapter abstracts glossaries discussion questions annotated supplementary readings lists and practitioners corners Please visit www.routledge.com/9781138570313

Understanding Organization Through Culture and Structure Anne Maydan Nicotera, Marcia J. Clinkscale, Felicia R. Walker, 2003-05-14 *Understanding Organization Through Culture and Structure* Relational and Other Lessons From the African American Organization presents an innovative view of organizations and the communication processes that constitute them Arguing that human beings are communicatively embedded in their cultures Anne Maydan Nicotera and Marcia J Clinkscale working with Felicia R Walker examine issues concerning task and relational orientations and the ways they and other cultural dimensions connect with organizational structure and function for predominantly African American organizations Utilizing the results of their own research on organizations they develop a set of humanistically based models that illustrate how hidden cultural processes suffuse organizational life and are manifest through communication Emphasizing the development of alternative theories and models of organizing which are rooted in African American culture such as team based versus hierarchy based interactions this book explores such organizational functions as leadership and management power authority and control communication and interpersonal dynamics and cultural identity and human development Applying their findings in a broader analysis of contemporary practices in organizational restructuring the authors present research that serves as the foundation for generating several emergent models with significant implications for organizational systems *Understanding Organization Through Culture and Structure* stimulates and inspires current researchers of organizational communication and is certain to raise greater awareness of the operation of culture in organizing The text is intended for scholars and students in organizational communication management organizational psychology African studies and related areas

International Encyclopedia of Organization

Studies Stewart Clegg, James R. Bailey, 2008 Describing the field spanning individual organisation societal and cultural perspectives in a cross disciplinary manner this is the premier reference tool for students lecturers academics and practitioners to gather knowledge about a range of important topics from the perspective of organisation studies

Management, Information and Power Lucas D. Intra, 1997-11-11 This book sets out to instil a different approach to thinking about the theory and practice of management and information management in organizations Building on the work of earlier philosophers and social theorists it puts forward a sophisticated theory for the understanding of how management information and power operate and interact in the real world

Real-Time Visibility in Supply Chain Management Sławomir Wyciślak, 2024-07-12 Real Time Visibility in Supply Chain Management applies the paradox theory to understand why real time visibility expectations and aspirations do not meet supply chain realities Providing an understanding of the governance of industrial digital platforms for real time visibility the book identifies paradoxical tensions among platform partners and explores how to navigate them The author conceptualizes dynamic patterns of tension evolution among supply chain platform partners and suggests future research directions to advance theorization regarding platform governance and tensions The successful implementation of digital platforms requires understanding and navigating these paradoxical tensions The perspective of paradox theory offered in this book can advance our supply chain digitalization understanding as it informs about gaps in thought processes methodologies tools and solutions The book also explores the role of multiple stakeholders including platform owners customers and complementors in operationalizing real time visibility to offer new theoretical insights This book will appeal to researchers and scholars in the areas of supply chain management operations and logistics as well as those interested in digitalization and technology management

Value-based Management Of The Rising Sun Yasuhiro Monden, Kazuki Hamada, Kanji Miyamoto, Gunyung Lee, Takayuki Asada, 2006-07-07 This book provides critical information on a wide selection of cases and theories that detail reforms and innovations in Japanese companies in their decade long struggle to recover from the 1991 bubble burst It examines the Japanese concept of business value business restructuring organizational redesign and new business models The book is unique in that the technique and models described are all originally developed in Japan It will serve as a useful reference source for companies looking for ways to rejuvenate their businesses

Managing in Uncertainty Chris Mowles, 2015-03-24 The reality of everyday organizational life is that it is filled with uncertainty contradictions and paradoxes Yet leaders and managers are expected to act as though they can predict the future and bring about the impossible that they can transform themselves and their colleagues design different cultures choose the values for their organization be innovative control conflict and have inspiring visions Whilst managers will have had lots of experiences of being in charge they probably realise that they are not always in control So how might we frame a much more realistic account of what's possible for managers to achieve Many managers are implicitly aware of their messy reality but they rarely spend much time reflecting on what it is that they are actually doing

Drawing on insights from the complexity sciences process sociology and pragmatic philosophy Chris Mowles engages directly with some principal contradictions of organizational life concerning innovation culture change conflict and leadership Mowles argues that if managers proceed from the expectation that organizational life as inherently uncertain and interactions between people are complex and often paradoxical they start noticing different things and create possibilities for acting in different ways *Managing in Uncertainty* will be of interest to practitioners advanced students and researchers looking at management and organizational studies from a critical perspective

Organizational Paradoxes Medhanie Gaim, Stewart R. Clegg, Miguel Cunha, 2024-05-01 This captivating book delves into the complex realm of management and organizational dynamics focusing on the significance of paradoxes From the intricate interplay between social obligations and business missions to the tension between stability and change this textbook unveils the essence of these enduring contradictions As organizations evolve paradoxes become defining features and illustrative cases of this are included throughout the textbook *Organizational Paradoxes* equips students of organization management organization change and strategy with an understanding of paradoxes their philosophical underpinnings and their management in practice Medhanie Gaim PhD is Associate Professor of Management at Ume School of Business Economics and Statistics Sweden Stewart Clegg is Professor at the University of Sydney in the School of Project Management and the John Grill Institute for Project Leadership and a Distinguished Emeritus Professor of the University of Technology Sydney Miguel Pina e Cunha is the Funda o Am lia de Mello chair professor at Nova School of Business and Economics Nova University Lisbon Portugal

The SAGE Encyclopedia of Leadership Studies George R. Goethals, Scott T. Allison, Georgia J. Sorenson, 2023-02-14 This book presents key concepts and research illuminating leadership and many of the most important events in human history that reveal the nuances of leadership good and bad

Dualities, Dialectics, and Paradoxes in Organizational Life Moshe Farjoun, Wendy Smith, Ann Langley, Haridimos Tsoukas, 2018-08-08 Contradictions permeate and propel organizational life including tensions between reaching globally while focusing locally competing while also cooperating performing reliably while experimenting taking risks and learning or granting autonomy while constraining freedom These tensions give organizational members pause but also spur them to take action they may be necessary for preserving the social order but are also required to transform it Drawing on the Eighth International Symposium on Process Organization Studies *Dualities Dialectics and Paradoxes in Organizational Life* examines how contradictions fuel emergent dynamic systems and stimulate novelty adaption and transformations It uses conceptual and empirical studies to offer insight into how process theorizing advances understanding of organizational contradictions to shed light on how dialectics paradoxes and dualities fuel persistence and transformation and to explore the convergence and divergence of dialectics paradox and dualities Taken together it offers key insights to inform persistent contradictory dynamics in organizations and organizational studies

The Routledge International Handbook of Dialectical Thinking Nick Shannon, Michael F. Mascolo, Anastasia

Belolutskaya,2024-07-23 The Routledge International Handbook of Dialectical Thinking is a landmark volume offering a multi disciplinary compendium of the research theory and practice that defines dialectical thinking its importance and how it develops over the lifespan For the first time this handbook brings together theory and research on dialectical thinking as a psychological phenomenon from early childhood through the human lifespan Grounding dialectical thinking in multiple philosophical traditions stemming from antiquity it explores current psychological models of such thought patterns and shows how these can be applied in everyday life and across multiple disciplines including philosophy physics mathematics and international relations The handbook explains the nature of dialectical thinking why it is important and how it can be developed in children and in adults It concludes with a final chapter depicting a discussion among the authors exploring the question how could dialectical thinking be the antidote to dogma Written by a group of international scholars this comprehensive publication is an essential reference for researchers and graduate students in psychology and the social sciences as well as scholars interested in integrating different perspectives and issues from a wide variety of disciplines

The Project Management Office (PMO) Monique Aubry, PhD, MPM,Brian Hobbs,2010-04-01 Since project management offices began to appear in organizations over the last decade project management practitioners and their organizations have been asking how to structure project management offices PMOs and what functions to assign them In *The Project Management Office PMO A Quest For Understanding* authors Brian Hobbs and Monique Aubry address these questions providing a look at how PMOs exist today and some clues about how and why they re changing Of particular interest to practitioners the authors address the roles that PMOs play in organizations which provides valuable insights for better creating structuring and governing PMOs When designing a PMO an organization has a variety of choices regarding the PMO s structure and role assignment By providing a way to define PMOs by type this research explores how to set up and define a PMO depending upon the specific type of PMO The authors discuss the many bases for the types of PMOs including structural characteristics and functions and how these types affect the PMO s role in the organization

Performing Organizational Paradoxes Gail T. Fairhurst,Linda L. Putnam,2023-09-08 *Performing Organizational Paradoxes* takes a constitutive process approach to organizational paradoxes It underscores the performative nature of paradox through underlying dialectical tensions its sociomaterial foundations and power features that bring paradoxes to life sustain them and enable their transformation The book first situates a constitutive approach in the extant organizational paradox literature by broadening the constitutive approach and addressing the many debates and inaccuracies around it For the novice several early chapters devote themselves to considering how paradoxical tensions present themselves invite responses and interrelate through their organizing outcomes For the advanced latter chapters consider the ubiquity of power and paradox how bodies escape the quarantine of their paradox narratives how inventive category work can resist power imbued paradoxes and an agenda for future research that challenges scholars to do more on the process side of paradox Filling an

important gap in the existing literature this book will be a key resource for scholars and students in the fields of communication management educational administration organizational psychology and any other fields that study organizations

Leading Organizations Gill Robinson Hickman,1998-09-25 This volume provides a framework for examining and integrating issues pertaining to organizational leadership and helps prepare the student and professional for leading and participating in these new era organizations This volume is divided into eight parts with an overview on leadership and organizational issues for each part

Leadership and Organization in the Aviation Industry

Marc-Philippe Lumpe,2016-04-22 Leadership and organisational structures which are not adjusted to the cultural background of the employees concerned are most likely to produce sub optimal results House 2004 Therefore it is necessary to develop appropriate leadership and organisational structures in order to fully grasp the cultural environment to be encountered in the professional world This book presents a research project that was carried out to develop leadership and organisational structures in accordance with the requirements created by different professional backgrounds within the aviation industry The identification of the different professional cultures was undertaken using a standardised questionnaire The development of the questionnaire was carried out with the help of the GLOBE study House et al 2004 one of the most extensive research efforts ever undertaken in the field of organisational and national cultures The main characteristic of the GLOBE study is the development of nine dimensions which serve to identify and characterise any culture These dimensions are referred to as core cultural dimensions Using this newly developed questionnaire it was not only possible to isolate 12 different professional cultures but also to identify their distinguishing traits which served as the base for the subsequent development of leadership and organisational structures The survey was complemented by open interviews served to broaden and deepen the results gained with the standardised questionnaire The research outcomes open the door to a new and important element of cultural research complementary to those of organisational and national cultures Although the study was carried out in the aviation industry the results gained also appear to be transferable to other industries due to the large variety of professions isolated within the course of the presented study and the specific nature of the aviation industry itself

Leadership Unplugged J. Moore,S. Sonsino,2003-05-23 For managers talk IS action This ground breaking book argues that what senior executives do should rest squarely on what they say The logical conclusion is that organizations are a network of conversations between employees employers suppliers and customers the only thing executives can influence is the debate discussion or dialogue they happen to be in at the moment The authors explore how twelve global firms have tackled the art and science of strategic conversations and the book contains a range of new tools and techniques for leading effective change and implementing strategy using this philosophy

Principles of Fire and Emergency Services Administration Includes Navigate Advantage Access Randy R Bruegman,2021-03-30 Revised edition of Fire administration

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