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# **PERFORMING ORGANIZATIONAL PARADOXES**

Gail T. Fairhurst and Linda L. Putnam



# Organizational Paradoxes

**Rikke Kristine Nielsen, Frans  
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## **Organizational Paradoxes:**

Paradox Management Jan Heiberg Johansen, 2018-08-09 Paradoxes emerge everywhere in organizational theory and management practice This book is a theoretically grounded presentation of the strategic and historical context of organizational paradoxes exploring the paradoxes in organizational management and the available tactics to manage them Based on 700 academic sources in the paradox literature it presents paradox management as a nuanced and coherent perspective In presenting and integrating the vast literature on the subject it contributes new knowledge on how and why the paradox concept was introduced into management theory how and why conflicting ideals of management can produce organizational contradictions and how paradoxes can be managed

**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 Oxford Handbook of Organizational Paradox** Wendy K. Smith, Marianne W. Lewis, Paula Jarzabkowski, Ann Langley, 2017-09-07 The notion of paradox dates back to ancient philosophy yet only recently have scholars started to explore this idea in organizational phenomena Two decades ago a handful of provocative theorists urged researchers to take seriously the study of paradox and thereby deepen our understanding of plurality tensions and contradictions in organizational life Studies of organizational paradox have grown exponentially over the past two decades canvassing varied phenomena methods and levels of analysis These studies have explored such tensions as today and tomorrow global integration and local distinctions collaboration and competition self and others mission and markets Yet even with both the depth and breadth of interest in organizational paradoxes key issues around definitions and application remain This Handbook seeks to aid engage and fuel the expanding interest in organizational paradox Contributions to this volume depict how paradox studies inform and are informed by other theoretical perspectives while creating a resource that enables scholars to learn about and apply this lens across varied organizational phenomena The increasing complexity volatility and ambiguity in our world continually surfaces paradoxical dynamics Thus this Handbook offers insights to scholars across organizational theory

Performing Organizational

Paradoxes Gail T Fairhurst,Linda L Putnam,2024-12-18 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 **Organizational Paradox**

Medhanie Gaim,Stewart Clegg,Miguel Pina e Cunha,Marco Berti,2022-09-22 Paradoxes contrary propositions that are not contestable separately but that are inconsistent when conjoined constitute a pervasive feature of contemporary organizational life When contradictory elements are constituted as equally important in day to day work organizational actors frequently experience acute tensions in engaging with these contradictions This Element discusses the presence of paradoxes in the life of organizations introduces the reader to the notion of paradox in theory and practice and distinguishes paradox and adjacent conceptualizations such as trade off dilemma dialectics ambiguity etc This Element also covers what triggers paradoxes and how they come into being whereby the Element distinguishes latent and salient paradoxes and how salient paradoxes are managed This Element discusses key methodological challenges and possibilities of studying teaching and applying paradoxes and concludes by considering some future research questions left unexplored in the field 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

**Management and Organization Paradoxes** Stewart R. Clegg, 2002-06-07 Paradox the simultaneous existence of two inconsistent states has become orthodox The orthodox is now the paradox The orthodox world of ordering controlling and organizing is increasingly opposed to a normalizing world of disordering disrupting and disorganizing And organization studies cannot avoid changing its conceptions of reality as that reality changes In the future organization studies will be the study of paradox how to understand it how to use it In this book of original contributions addressed to management and organization paradoxes the authors address the new state of the field in terms of representations representing paradoxes and materialisations materialising paradoxes The themes although varied ranging from dialectics to internal tensions from collaborations to ethics and value conflicts from resistant labourers and wharfies to cartoon characters such as The Simpsons from the irrationalities of finance to the psychoanalytic rationalities of auditing and from issues of governance in Asian and international business to the composition of the new knowledge work force in the business professions cohere around core aspects of paradoxicality Overall the contributions to Management and Organization Paradoxes are diverse and challenging Each contribution takes a different angle on the central theme All of the chapters illuminate diverse aspects of contemporary paradoxes in management and organization theory The book provides in each of its chapters a challenge to the still overwhelmingly rationalist views of theory and practice that dominate the field and provides new directions for understanding organizations and management The contributors are drawn from leading European Australian and Latin American contributors

**Interdisciplinary Dialogues on Organizational Paradox** Rebecca Bednarek, Miguel Pina e Cunha, Jonathan Schad, Wendy K. Smith, 2021-07-08 Interdisciplinary Dialogues on Organizational Paradox is an innovative two part volume that enriches our understanding about paradox both deepening the theory and offering greater insight to address grand challenges we face in the world today Part A Learning from Belief and Science explores the realms of beliefs and physicality

**Organizational paradoxes** Manfred F. R. Kets de Vries, 2003

**Interdisciplinary Dialogues on Organizational Paradox** Rebecca Bednarek, Miguel Pina e Cunha, Jonathan Schad, Wendy K. Smith, 2021-07-08 Interdisciplinary Dialogues on Organizational Paradox is an innovative two part volume that enriches our understanding about paradox Part B continues the exploration of the why how and where of interdisciplinary research within paradox theory by looking at the realms of social structure and expression

**Organizational Paradoxes** Manfred F. R. Kets de Vries, 2013-10-11 Tavistock Press was established as a co operative venture between the Tavistock Institute and Routledge Kegan Paul RKP in the 1950s to produce a series of major contributions across the social sciences This volume is part of a 2001 reissue of a selection of those important works which have since gone out of print or are difficult to locate Published by Routledge 112 volumes in total are being brought together under the name The International Behavioural and Social Sciences Library Classics from the Tavistock Press Reproduced

here in facsimile this volume was originally published in 1980 and is available individually The collection is also available in a number of themed mini sets of between 5 and 13 volumes or as a complete collection      **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

**Organizational Compassion** Ace Volkmann Simpson, Miguel Pina e Cunha, Stewart Clegg, Arménio Rego, Marco Berti, 2024-03-14 Organizational compassion provides a multitude of benefits at individual team and organizational levels These encompass heightened positive affect trust engagement loyalty performance resilience and recovery This important book provides an accessible yet scholarly overview of key academic findings and theories on organizational compassion It equips readers with tools for reflection awakening and practical application of compassion within the workplace across dyadic team and organizational contexts Historically compassion work has been largely unacknowledged in official organizational discourse Yet wherever there are human beings there will be suffering where there is human suffering one can often find human responses infused with kindness and compassion This observation holds true across industries professions and communities The book explores the complexities of organizational compassion analyzing the factors that enhance organizational compassion capabilities as well as those that make compassion falter and fail The primary aim of this book is to foster the cultivation of organizational compassion by providing a provocative stimulating and engaging foray into the academic study of organizational compassion for readers ranging from undergraduate to postgraduate and executive students as well as reflective practitioners In a world marked by suffering and challenges a research based understanding and fostering of compassion at work offers a path towards a better future      *Managing Leadership Paradoxes* Lotte

Luscher,2018-09-03 Managers today are faced with numerous complex challenges speckled with paradoxes They must have a sharp economical focus while simultaneously engaging in creative and innovative thinking They must support individuals as well as teams think globally and do business locally This book views complexity as a fundamental element of leadership rather than something that should simply be reduced and removed It presents a leadership concept that includes both sides of the paradox Managing Leadership Paradoxes uses case studies and practical exercises to show how managers can maintain decisiveness in the face of paradoxes complexities and contradictory demands Lotte L scher draws on research gleaned from managers within the international corporation Lego to provide first hand knowledge of how a large scale organization meets and manages change paradoxes rather than treating them as something that needs to be reduced and removed It will assist managers and aspiring managers in expanding their understanding of leadership challenges beyond dilemmas and equip them with the managerial skills to handle the most persistent and pervasive paradoxical challenges that arise as a result of organizational change The book will be of interest to leaders and managers as well as students of leadership management and organizational studies The intent is to provide the reader with a foundation for reflecting on his or her own leadership practice with special focus on organizational complexity ambiguity and paradoxes The Human Paradox

Ralph Heintzman,2022-08-31 What is a human being What does it mean to be human How can you lead your life in ways that best fulfil your own nature In The Human Paradox Ralph Heintzman explores these vital questions and offers an exciting new vision of the nature of the human The Human Paradox aims to counter or correct several contemporary assumptions about the nature of the human especially the tendency of Western culture since the seventeenth century to identify the human with rationality and the rational mind Using the lens of the virtues The Human Paradox shows how rediscovering the nature of the human can help not just to understand one s own paradoxical nature but to act in ways that are more consistent with its full reality Offering accessible insight from both traditional and contemporary thought The Human Paradox shows how a fuller richer vision of the human can help address urgent contemporary problems including the challenges of cultural and religious diversity human migration and human rights the role of the market artificial intelligence the future of democracy and global climate change This fresh perspective on the Western past will guide readers into what it means to be human and open new possibilities for the future **Organizational Paradoxes**

Manfred F. R. Kets de Vries,1995 The basic premise of Organizational Paradoxes is as relevant today as when it was first published fourteen years ago to help individuals in organizations make sense of the things happening around them and within them The themes of power paranoia work disorders leadership and followership alienation folie a deux and the vicissitudes of the career life cycle remain central concerns Presented in the form of case vignettes of people in boundary situations or coping with major life changes Kets de Vries illustrates the various strata of working life **Navigating Leadership Paradox**

Rikke Kristine Nielsen,Frans Bévort,Thomas Duus Henriksen,Anne-Mette Hjalager,Danielle Bjerre Lyndgaard,2023-07-24 One of the most

significant management challenges in modern companies and organizations is dealing with unavoidable complex paradoxes. Today's world is multidimensional, multipolar, and multipurpose, and increasingly classic management challenges such as leadership vs. management, exploitation vs. exploration, virtual vs. physical presence, economic sustainability vs. environmental sustainability, localization vs. globalization, etc., assume the characteristics of paradoxes rather than problems or dilemmas. Leadership of paradox is not about making a decision once and for all or prioritizing tough trade-offs but about navigating between opposing considerations. Navigating Leadership Paradox argues that academic knowledge pools can support leaders' decision making and sense making in organizations and navigating paradoxes. The book outlines a practical pathway for management leaders and professionals for steering through paradox using 5 phases, 10 paradoxes, 15 tools, 20 cases, and 25 learning points. It delineates how to identify a paradox by assessing the nature of your challenge and discusses the appropriate courses of action individually as well in collaboration with other stakeholders. It also gives inspiration and advice for professional helpers assisting others in navigating paradox as part of organizational development or other educational purposes. This book will be essential reading for practitioners and academicians in the fields of leadership, paradox, complexity, management change, management, leadership dilemmas, and organizational paradox.

[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.

[Elgar Encyclopedia of Innovation Management](#) Päivi Eriksson, Tero Montonen, Pikka-Maaria Laine, Anna Hannula, 2025-05-14. This is an open access title available under the terms of a CC BY-NC-ND 4.0 License. It is free to read, download, and share on Elgaronline.com. This Encyclopedia presents an authoritative overview of innovation management. Contributions from over 100 expert authors address contemporary and emerging challenges through a holistic, inclusive, and ethical lens, redefining dominant paradigms and pushing the boundaries of the field.

[Getting Unstuck](#) Ralph Jacobson, 2013-09-03. Humans are naturally wired to solve problems. Implement the right solutions, and the problems generally go away. Paradoxes are quite different. They consist of opposites that do not appear to be able to coexist but must. Most of the issues that keep organizations from achieving strategic success are not problems; they are paradoxes. Practical approaches to address our most important paradoxes do exist. By reading this book, you will learn how to address the paradoxes commonly encountered in organizations and in life. [Getting Unstuck: Using Leadership to Execute Paradoxes with Confidence](#) will teach you how to balance key paradoxes to achieve greater long-term growth and enhanced sustainability than those who rely on financial data and problem-solving methods alone. It addresses the issues that are the most troublesome to people and the organizations they work for. Describing how to think and work more strategically, the book introduces the language and tools you need to share innovative approaches to dilemmas within your organization and to develop better working relationships both



internally and externally It provides a practical and powerful platform to help you develop new possibilities and achieve your strategic objectives You will learn how to see conflict with a fresh set of eyes how to redefine your roles and how to become more effective professionally and personally If you have experienced trouble implementing strategic objectives difficulties getting people from different parts of your organization to work together if you want to achieve a higher level of success if you feel stuck then read this book Filled with examples of real world paradoxes it supplies valuable insights into the root causes of workplace conflicts to help you execute change with greater confidence and effectiveness

## Decoding **Organizational Paradoxes**: Revealing the Captivating Potential of Verbal Expression

In a time characterized by interconnectedness and an insatiable thirst for knowledge, the captivating potential of verbal expression has emerged as a formidable force. Its power to evoke sentiments, stimulate introspection, and incite profound transformations is genuinely awe-inspiring. Within the pages of "**Organizational Paradoxes**," a mesmerizing literary creation penned with a celebrated wordsmith, readers embark on an enlightening odyssey, unraveling the intricate significance of language and its enduring effect on our lives. In this appraisal, we shall explore the book's central themes, evaluate its distinctive writing style, and gauge its pervasive influence on the hearts and minds of its readership.

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