

DAY 3

Part 3 The Behavior *in* Organizations

1. Decision-making
2. Power Perspectives
3. Conflict Management

Part 4: Behavior of stakeholders

1. Elements
2. Perceiving
3. Language
4. Identities

Part 3 The Behavior *in* Organizations

DECISION-MAKING

Decisions: They can be seen as moments of choosing or passing judgment.

Typology: Relatively to the degree of structure:

✓ *Programmed decisions*: These describe relatively structured solutions to specific problems

✓ *Non-programmed decisions*: These refer to relatively unstructured solutions to more complex problems

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DECISION-MAKING

Hierarchy: In an organizational structure decisions are made following a top-down directive approach to decision making that may result in timely and high-quality decisions.

Critique: However, the extent to which a decision is to be qualified as structured or not is unspecified.

What is more, in the top-down directive approach to decision making personnel may not readily accept such decisions, which denotes the antagonistic nature of decision-making in general.

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DECISION MAKING

Influences: Decision-making may be influenced by:

- ✓ *Skills*
- ✓ *Styles*
- ✓ *Biases*

Consequence: If decision-making is an antagonistic process, the play of influences and biases renders it contingent.

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DECISION MAKING

Issue: If decision-making is contingent, is there any room for rational and procedural thinking?

View: Typically there are efforts into rendering decision-making rational and procedural *because* of the numerous factors that affect it.

Critique: Regardless of the method, there is no certainty about establishing the truth and falsehood of a decision. One can only have an impression, the intuition that the decision is correct.

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POWER

Power: It is typically seen as an ability that is associated with an effect or the action that a person carries out because of the actions of another person.

Critique: Such a view assumes the existence of sources and means of power so as to determine the behavior of another person. Such approaches assume a centre where such power is concentrated:

- ✓ *Owning capital*
- ✓ *Authority positions*

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POWER

Elements of another view:

1. Antagonism: A play in the dominance of the purposes and interests of the self and the other (i.e. environment) – double process of acceptability.



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POWER

Elements of another view:

2. *Distanciational antagonism*: If the antagonism is ongoing, then power can come from everywhere, take any form.

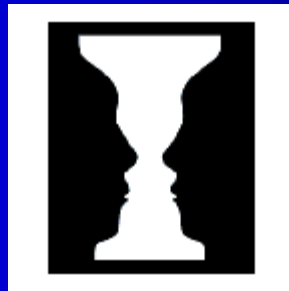
If the antagonism is settled, there is power concentration in specific loci. This is a situation that brings about resistances which (eventually) render antagonisms ongoing and interactional.

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POWER

Elements of another view (cont.)

3. Visibility: Power can be made *visible* in that it produces vocabularies and organizes ideas in discourses which produce knowledge and which in turn, produces, transmits and reinforces power relations.



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POWER

Elements of another view (cont.)

4. Permeability: The permeability of the self makes that society is neither inside the self nor outside of it



Part 3 The Behavior *in* Organizations

POWER

Elements of another view (cont.)

5. Dynamics: Permeability of the self makes that *social exchange is dynamic*: if there is a tendency towards change, there is also a tendency to stabilize 'transformation processes' so as to reach one's designs

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POWER

Elements of another view (cont.)

5. Dynamics (cont.)

Yet this *fixity is deferred* since differences from the other are made unstable – *différance* (Derrida)

Difference is therefore the *theatre of antagonizing forces* which, on the one hand block the full constitution of the identity, while on the other, are also part of the conditions of existence



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POWER

Application: Identity construction as that of the employer or the employee then is an ambiguous project because of an antagonism, an act of power.

Part 3 The Behavior in Organizations

CONFLICT MANAGEMENT

Approaches: Typically, the following views on conflict are in use:

- ✓ *Traditional view*: Conflict is seen to be dysfunctional, destructive and irrational, resulting from poor information exchange, lack of openness and trust.
- ✓ *Human relations view*: Conflict is seen to be inevitable, and thus must be accepted.
- ✓ *Interactionist view*: Conflict is seen to be necessary to avoid that effective working habits become stale.

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CONFLICT MANAGEMENT

Critique:

- ✓ With the traditional view conflict is seen to be a deviation from equilibrium, where there is none;
- ✓ Passive acceptance of conflict on grounds that is inevitable undermines initiative and the role that agency and autonomy may have;
- ✓ Claiming that conflict is much desired to bring out the best from personnel may overstretch productive capabilities unduly.

Part 3 The Behavior in Organizations

CONFLICT MANAGEMENT

HOW SHOULD WE CONSIDER CONFLICT UNDER THE NEW PERSPECTIVE?

Conflict is the visible antagonism at a given state of turbulence.



Part 4: Behavior of stakeholders

ELEMENTS – STAKEHOLDER BEHAVIORS

Elements under study

1. Perceiving the world and a particular organizational behavior
2. Language meaning and interpretation
3. Identity construction relative to own (and organizational) perception

PERCEIVING

Our five senses: Becoming aware of our surrounding takes place through the neurological process of sensing, by means of our five senses.

Conceptualization: Sensing as a process depends on conceptual abstraction.

Conceptualizing sensing: *Sensing* can therefore be presented, and can be described to be the process involving the transference of data from the surrounding one is part of to one's mind.

PERCEIVING

Views: Perception can be seen to be

✓ *Intentional:* Information sensed from our environment is intentionally sifted and 'selected'

✓ *Discursive:* Sensed information allows us to adapt to the world in which we live – it is an active process of meaning generation rather than passively dealing with the world (intentional approach)

PERCEIVING

Conceptualizing apprehension: Apprehension can be seen as an arrest because it fixes what is fluid and changing.

It involves becoming aware that information has been mediated through our senses (i.e. meta-cognition) in addition to the type of mediated information (i.e. knowledge)

Experiencing reality is therefore a discursive process, hence mythical, or 'metaphorical' since it operates at the junction between the linguistic and non-linguistic moments.

PERCEIVING

Three procedural aspects ensuring differential perception:

1. Gen-ology: Constructions of mental representations of events and relations that have an emotional content and which are used in the light of current experiences become a disposition for future experiences – it is one's cultural capital

PERCEIVING

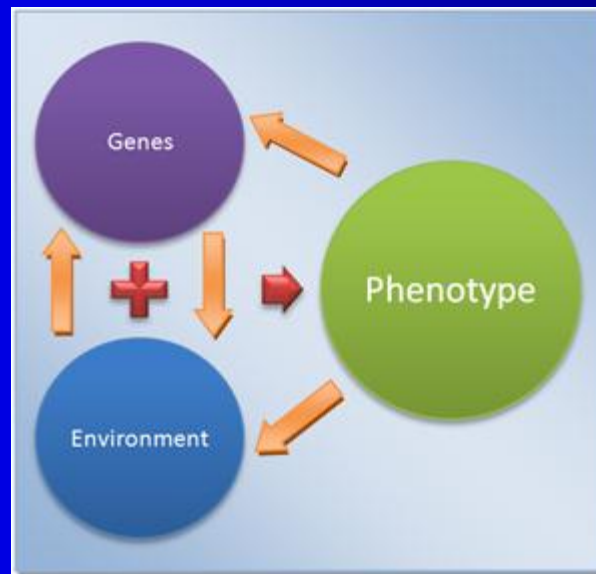
Three procedural aspects: (cont.)

2. Ide-ology: Organized statements and opinions, that is, discourses, depending on the way the gen-ological dispositions are structured – these in turn, may be *in*-formed by an ide-ology. An ide-ology is therefore the dialectical manifestation of gen-ological dispositions.

PERCEIVING

Three procedural aspects: (cont.)

3. Phen-ology: The specified and visible environment, an appearance.



PERCEIVING

Overall: Perception as sensing and apprehending constructs through the process of mythification a geno-ideo-phenological complex in homeostasis.

This is a mythology as reference world-views for thinking and doing. It is unique.

LANGUAGE

Language as description and describing: Language is not a means of communication (since communication is about making something common and this is not language since it is already common).

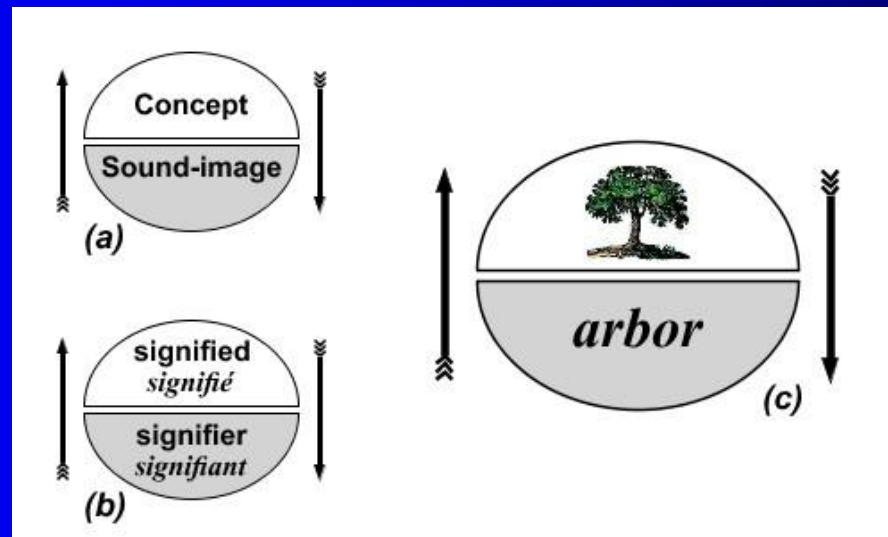
Rather it is as description, any signifier (that signifies a signified) to speak on behalf of the signified.

It is premised on the selection (of signifiers and signifieds).

LANGUAGE

Aspects of selection:

1. Selected signifiers and signifieds constitute a descriptive system, or a mythology (as a closed system).



LANGUAGE

Aspects of selection: (cont.)

2. Selected signifiers constitute the system's discursive signature: that which allows one to identify a mythology as different from another.

Discursive signatures are selected according to what one wants to mean – the discursive meaning.

LANGUAGE

Aspects of selection: (cont.)

3. Selected signifieds constitute the system's discursive meaning: that which allows one to understand a mythology.

Discursive meanings are selected according to what one wants to do with the mythology: One means for a reason, for an action, or a performance.

Overall, it is to convince!

IDENTITIES

Cross-correspondence:

On the one hand: The construction of mythologies through mythification brings about generated identities, some of which are idealized and thus considered un-changing.

On the other hand: The experience of the world and language brings about mediated identities.

IDENTITIES

Cross-correspondence: (cont.)

Perception then is simply about the cross-correspondence of generated identities and mediated identities.

It is a process of adjustment in the world and of the world relatively to one self.

IDENTITIES

Cross-correspondence: (cont.)

But since the adjustment is not complete (if it were, there would not be multiple interpretations of the world but only one), mythification, perception and any description of the world cannot be complete!

IDENTITIES

Types of identities: Therefore one can distinguish among:

✓ *Essential*: Emphasis is placed on the unchanging features of identities inclusive of the factors that bring them about; identities have or are a being (*être*); they are monads.

IDENTITIES

Types of identities (cont):

✓ *Un-essential*: Emphasis is placed on the changing and contingent nature of identity construction inclusive of those factors that underpin such formations; identities are a becoming (*devenir*); they are the embodiment of *différance*.

IDENTITIES

Consequence: Organizational identities can be seen to have an essential content.

This explains attempts to define and cluster identities by class, status or function, moreover styles and behaviors in accordance with mythologies premised on morality and ethos.

IDENTITIES

In contrast: Organizational identities may be seen as not having any essential features or that if there are any that these will change over time.

Thus any clustering or study of identities can only be temporary at best. In any case, identities change because selves are open and changing.