The SAGE Handbook of ORGANIZATION STUDIES second edition
Editorial Board

Jean Bartunek  
Carroll School of Management, Boston College

Donald Bellante  
College of Business Administration, University of South Florida

Kim Boal  
Rawls College of Business, Texas Tech University

Paul Cilliers  
Department of Philosophy, University of Stellenbosch

David Collinson  
Management School, Lancaster University

Mark Dodgson  
Business School, University of Queensland

Suzy Fox  
School of Business Administration, University of Chicago

Yiannis Gabriel  
The School of Management, Royal Holloway University of London

Dennis Gioia  
Smeal College of Business, The Pennsylvania State University

Jeffrey Goldstein  
Department of Accounting, Finance and Economics, Adelphi University

Tor Hernes  
Norwegian School of Management

Petter Holm  
Norwegian College of Fishery Science, University of Tromso

Marc Jones  
School of Business Administration, Macquarie University

Linda Krefting  
Rawls College of Business, Texas Tech University

Stephen Linstead  
The Department of Management Studies, University of York

Mike Lounsbury  
School of Business, University of Alberta

Christine Oliver  
Schulich School of Business, York University

Paul Quintas  
Open University Business School, Open University

Hayagreeva Rao  
Kellogg School of Management, Northwestern University

Marc-David Seidel  
Sauder School of Business, University of British Columbia

Graham Sewell  
Department of Management, University of Melbourne

Hari Tsoukas  
Warwick Business School, ALBA & University of Warwick

Michael Tushman  
Harvard Business School, Harvard University

Marc Ventresca  
Said Business School, Oxford University

Henk Volberda  
Rotterdam School of Management, Erasmus University
# Contents

<table>
<thead>
<tr>
<th>Contributors</th>
<th>viii</th>
</tr>
</thead>
<tbody>
<tr>
<td>Introduction</td>
<td>1</td>
</tr>
</tbody>
</table>

## PART 1 Theorizing the Field 17

1.1 Organizational Theorizing: a Historically Contested Terrain  
*Michael Reed*  

1.2 Ecological Approaches to Organizations  
*Joel A.C. Baum and Andrew V. Shipilov*  

1.3 Organizational Economics: Understanding the Relationship between Organizations and Economic Analysis  
*Jay B. Barney and William Hesterly*  

1.4 Meso Organizational Behaviour: Comments on the Third Paradigm  
*D. Brent Smith, Benjamin Schneider and Marcus W. Dickson*  

1.5 Complexity Science and Organization Studies  
*Steve Maguire, Bill McKelvey, Laurent Mirabeau and Nail Öztas*  

1.6 Institutions and Institutional Work  
*Thomas B. Lawrence and Roy Suddaby*  

1.7 Critical Theory and Postmodernism Approaches to Organizational Studies  
*Mats Alvesson and Stanley A. Deetz*  

1.8 From the ‘Woman’s Point of View’ Ten Years Later: Towards a Feminist Organization Studies  
*Marta B. Calás and Linda Smircich*  

1.9 Data in Organization Studies  
*Ralph Stablein*  

1.10 Making Organization Research Matter: Power, Values and Phronesis  
*Bent Flyvbjerg*  

1.11 Researching Organizations Using Action Research  
*Colin Eden and Chris Huxham*
<table>
<thead>
<tr>
<th>Section</th>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.12</td>
<td>The Philosophy of the Social Sciences in Organizational Studies</td>
<td>409</td>
</tr>
<tr>
<td></td>
<td><em>Stephen P. Turner</em></td>
<td></td>
</tr>
<tr>
<td>1.13</td>
<td>Representation and Reflexivity</td>
<td>425</td>
</tr>
<tr>
<td></td>
<td><em>Stewart Clegg and Cynthia Hardy</em></td>
<td></td>
</tr>
<tr>
<td>PART 2</td>
<td>Exploring the Issues</td>
<td>445</td>
</tr>
<tr>
<td>2.1</td>
<td>Leadership in Organizations</td>
<td>447</td>
</tr>
<tr>
<td></td>
<td><em>Ken W. Parry and Alan Bryman</em></td>
<td></td>
</tr>
<tr>
<td>2.2</td>
<td>Perspectives on Organizational Decision-Making</td>
<td>469</td>
</tr>
<tr>
<td></td>
<td><em>Susan J. Miller and David C. Wilson</em></td>
<td></td>
</tr>
<tr>
<td>2.3</td>
<td>A Decision Perspective on Organizations: Social Cognition,</td>
<td>485</td>
</tr>
<tr>
<td></td>
<td>Behavioural Decision Theory and the Psychological Links to</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Micro- and Macro-Organizational Behaviour</td>
<td></td>
</tr>
<tr>
<td></td>
<td><em>Margaret A. Neale, Ann E. Tenbrunsel, Tiffany Galvin and Max H. Bazerman</em></td>
<td></td>
</tr>
<tr>
<td>2.4</td>
<td>Diverse Identities in Organizations</td>
<td>520</td>
</tr>
<tr>
<td></td>
<td><em>Stella M. Nkomo and Marcus M. Stewart</em></td>
<td></td>
</tr>
<tr>
<td>2.5</td>
<td>Revisiting Metaphors of Organizational Communication</td>
<td>541</td>
</tr>
<tr>
<td></td>
<td><em>Linda L. Putnam and Suzanne Boys</em></td>
<td></td>
</tr>
<tr>
<td>2.6</td>
<td>Beyond Contingency: From Structure to Structuring in the Design of</td>
<td>577</td>
</tr>
<tr>
<td></td>
<td>the Contemporary Organization</td>
<td></td>
</tr>
<tr>
<td></td>
<td><em>Rita Gunther McGrath</em></td>
<td></td>
</tr>
<tr>
<td>2.7</td>
<td>Organizing for Innovation in the 21st Century</td>
<td>598</td>
</tr>
<tr>
<td></td>
<td><em>Deborah Dougherty</em></td>
<td></td>
</tr>
<tr>
<td>2.8</td>
<td>The New Corporate Environmentalalism and Green Politics</td>
<td>618</td>
</tr>
<tr>
<td></td>
<td><em>John M. Jermier, Linda C. Forbes, Suzanne Benn and Renato J. Orsato</em></td>
<td></td>
</tr>
<tr>
<td>2.9</td>
<td>Globalization</td>
<td>651</td>
</tr>
<tr>
<td></td>
<td><em>Barbara Parker and Stewart Clegg</em></td>
<td></td>
</tr>
<tr>
<td>2.10</td>
<td>Emotion and Organizing</td>
<td>675</td>
</tr>
<tr>
<td></td>
<td><em>Stephen Fineman</em></td>
<td></td>
</tr>
<tr>
<td>2.11</td>
<td>Exploring the Aesthetic Side of Organizational Life</td>
<td>701</td>
</tr>
<tr>
<td></td>
<td><em>Pasquale Gagliardi</em></td>
<td></td>
</tr>
</tbody>
</table>
Contents

2.12 Organizational Culture: Beyond Struggles for Intellectual Dominance
    Joanne Martin, Peter J. Frost and Olivia A. O’Neill 725

2.13 Some Dare Call it Power
    Cynthia Hardy and Stewart Clegg 754

2.14 Networks and Organizations
    Kelley A. Porter and Walter W. Powell 776

2.15 The Effect of Rhetoric on Competitive Advantage: Knowledge, Rhetoric and Resource-Based Theory
    John A.A. Sillince 800

2.16 Radical Organizational Change
    Royston Greenwood and C.R. (Bob) Hinings 814

2.17 Seeing Organizations Differently: Three Lenses on Compassion
    Peter J. Frost, Jane E. Dutton, Sally Maitlis, Jacoba M. Lilius, Jason M. Kanov and Monica C. Worline 843

Index 867
Contributors

Mats Alvesson is a Professor at the Department of Business Administration, Lund University, Sweden. He is interested in critical theory, qualitative method, organizational culture and symbolism, identity, power and leadership. Most of his empirical work has focused on knowledge-intensive organizations. He has published 20 books in these areas, the most recent ones are Understanding Organizational Culture (2002, Sage), Postmodernism and Social Research (2002, Open University Press) and Knowledge Work and Knowledge-intensive Firms (2004, Oxford University Press).

Jay B. Barney is a Professor of Management and holder of the Bank One Chair for Excellence in Corporate Strategy at the Max M. Fisher College of Business, The Ohio State University, USA. He received his undergraduate degree from Brigham Young University and his master’s and doctorate from Yale University. Professor Barney taught at the Anderson Graduate School of Management at UCLA and Texas A&M University before joining the faculty at Ohio State in 1994 where he teaches organizational strategy and policy to MBA and PhD students. He also has taught in a variety of executive training programmes at various universities and at several firms, including AEP, SBC, Nationwide and McKinsey & Company. Professor Barney has received teaching awards at UCLA, Texas A&M and Ohio State. He has consulted with a wide variety of public and private organizations, including Hewlett-Packard, Texas Instruments, Tenneco, Arco, Koch Industries Inc., McKinsey and Company, Nationwide Insurance, Columbus Public Schools and others. His consulting focuses on implementing large-scale organizational change and strategic analysis.

Joel A.C. Baum is Canadian National Professor of Strategy and Organization at the Rotman School of Management (with a cross-appointment to the Department of Sociology), University of Toronto, Canada, where he teaches competitive strategy and organization theory. Joel is interested in patterns of competition and co-operation among firms, and their influence on firm behaviour and learning. His recent publications include a series of articles exploring the dynamics of interfirm networks, in particular the evolution of intermediate network structures (e.g. cliques) and the ties connecting them, which are fundamental to ‘small world’ network phenomena. Joel is a member of the editorial boards of Administrative Science Quarterly and Academy of Management Journal, editor-in-chief of Advances in Strategic Management and founding co-editor of Strategic Organization.

Max H. Bazerman is the Jesse Isador Strauss Professor of Business Administration at the Harvard Business School. Max is also formally affiliated with the Kennedy School of Government, the Psychology Department and the Program on Negotiation at Harvard, USA. Max’s recent books include Predictable Surprises (2004, Harvard Business School Press, with Michael Watkins), You Can’t Enlarge the Pie: The Psychology of Ineffective Government (2001, Basic Books, with J. Baron and K. Shonk) and Judgment in Managerial Decision Making (2006, Wiley, now in its 6th edn). He is a member of the editorial boards

Suzanne Benn is a Senior Lecturer in the School of Management, University of Technology Sydney (UTS), Australia, where she lectures in corporate sustainability. She is a researcher with the Corporate Sustainability Project at UTS, where she conducts research in organizational change for sustainability, multiple stakeholder arrangements for sustainability and environmental governance. She is a co-author of the text, Organisational Change for Corporate Sustainability (2003, Routledge) and of a number of book chapters either currently in press or already published by Palgrave Macmillan, Edward Elgar, Greenleaf Publications and University of British Columbia Press. Her works are also published or in press in journals including Journal of Risk Research, International Journal for Innovation Research, Policy Analysis and Best Practice, Australian Journal of Political Science, AMBIO, ANZAM and Journal of Environmental Management.

Suzanne Boys is a doctoral candidate at Texas A&M University, USA. Her primary research interest is on organizational communication processes in religious organizations. She is currently researching the priest abuse case in the Catholic Church with a two-fold goal. First, the project foregrounds how stakeholders dialogue about the case through crisis communication, issue management discourse and personal narratives. Secondly, it articulates the implications of engaging a dialogic conceptualization of public relations scholarship. Suzanne's research is situated at the nexus of organizational communication and public relations scholarship.

Alan Bryman is Professor of Organisational and Social Research in the Management Centre, University of Leicester, England. His main research interests lie in research methodology, leadership studies, organizational analysis, the process of Disneyization and theme parks. Currently, he has a specific interest in leadership in higher education. He is author or co-author of many books, including Quantity and Quality in Social Research (1988, Routledge), Social Research Methods (2001, 2004, Oxford University Press) and The Disneyization of Society (2004, Sage). He is co-editor of The SAGE Encyclopedia of Social Science Research (2004, Sage) and the Handbook of Data Analysis (2004, Sage). He has also contributed to numerous journals.

Marta B. Calás is Associate Professor of Organization Studies and International Management at the Department of Management, Isenberg School of Management, and adjunct professor of Women’s Studies, at the Women’s Studies Program, University of Massachusetts-Amherst, USA. In her scholarly work, in collaboration with Linda Smircich, she applies perspectives from poststructuralism, cultural studies, feminist postmodernism and postcolonial/transnational theorizing to interrogate and retheorize areas of organizational
scholarship such as ‘globalization’, ‘leadership’, ‘business ethics’ and ‘information technology’. Through these perspectives she also analyses the logics behind contemporary institutions, such as universities or other work organizations. She is an editor of Organization: The critical journal of organization, theory & society.

Stewart R. Clegg is Research Professor at the University of Technology, Sydney, Australia, and Director of ICAN Research (www.ican.uts.edu.au); a Visiting Professor of Organizational Change Management, Maastricht University Faculty of Business; a Visiting Professor at the University of Aston Business School as well as the Vrije University of Amsterdam, where he is Visiting Professor and International Fellow in Discourse and Management Theory, Centre of Comparative Social Studies. He is a prolific publisher in the leading academic journals in management and organization theory and contributor to scholarly collections, where over 200 of his publications may be found, in journals such as Academy of Management Learning and Education, Administrative Science Quarterly, Organization Science, Organization Studies, Organization, Human Relations, Management Learning and many others, as well as the author and editor of many books, the most recent of which is Managing and Organizations (2005, Sage, with Martin Kornberger and Tyrone Pitsis, Thousand Oaks, CA). He has been an elected Fellow of the Academy of the Social Sciences in Australia since 1988, a Distinguished Fellow of the Australian and New Zealand Academy of Management since 1998 and a Fellow of the Aston Academy since 2005.

Stanley A. Deetz, PhD, is Professor of Communication at the University of Colorado at Boulder, USA. His research primarily focuses on relations of power in work sites and the way these relations are produced and reproduced in everyday interaction. Normatively this work attempts to produce governance structures, decision processes and communicative micro-practices that lead to more satisfying work experiences and more inclusive, collaborative and creative decisions. His books include Leading Organizations through Transitions (2000, Sage) and Doing Critical Management Research (2000, Sage), Transforming Communication, Transforming Business (1995, Hampton) and Democracy in an Age of Corporate Colonization (1992, SUNY). He has published around 100 essays in scholarly journals and books regarding stakeholder representation, decision-making, culture and communication in corporate organizations and has lectured widely in the US and Europe. He is a Fellow of the International Communication Association serving as its President, 1996–1997, a National Communication Association Distinguished Scholar, and has held many other elected professional positions. He is also an active consultant for companies in the US and Europe. http://comm.colorado.edu/deetz

Marcus W. Dickson is Associate Professor of Industrial/Organizational Psychology at Wayne State University, in Detroit, Michigan, USA. His research has primarily focused on issues of leadership and culture, including culture at the group, organization and societal levels of analysis. He has served as Co-Principal Investigator on the Global Leadership and Organizational Behavior Effectiveness (GLOBE) Research Project (a 62-country study of leadership and culture) and as director of the doctoral programme in I/O Psychology at Wayne State. He is currently working on a book (with Deanne Den Hartog of the University of Amsterdam) on cultural issues in leadership.
Deborah Dougherty received her PhD in Management from M.I.T. She has held academic positions at the Wharton School and McGill University, and is now Professor at Rutgers University, USA. Her scholarship concerns organizing for sustained innovation in complex organizations; new product development; innovation in services; and knowledge management. Currently, she is delving into drug discovery and development in the bio-pharmaceutical sector. She teaches Managing Technology and Innovation, Principles of Management, Managing Strategic Transformation and PhD seminars in Qualitative Methods and Organization Theory. She was elected chair of the Technology and Innovation Management Division of the Academy of Management, is a senior editor for *Organization Science* and has served or is now serving on the editorial boards for *Academy of Management Review, Organization Science, Journal of Business Venturing, Journal of Product Innovation Management, Strategic Organization* and *Organization Studies*.

Jane E. Dutton is the William Russell Kelly Professor of Business Administration at the Stephen M. Ross School of Business at the University of Michigan, USA. She received her PhD from Northwestern and was on the faculty of New York University before joining the University of Michigan. Jane's current research focuses on how organizational conditions enable human thriving. In particular, she focuses on how the quality of connection between people at work affects individual and organizational flourishing. Her research explores compassion and organizations, resilience and organizations, as well as energy and organizations. Her previous work was on the management of strategic change. She is a co-founder of the Center for Positive Organizational Scholarship (see http://www.bus.umich.edu/positive/) and has just become chairperson of the Management and Organizations at the Ross School of Business.

Colin Eden is Professor of Management Science and Strategic Management at the University of Strathclyde Graduate School of Business in Glasgow, Scotland. His most recent books are *The Practice of Making Strategy* (2005, Sage) and *Visible Thinking* (2004, Wiley). He has written over 160 articles for the management science, project management and general management journals. His current particular interests lie in understanding the group processes of strategy making within top management teams and in understanding the failure of complex projects.


Bent Flyvbjerg is Professor of Planning at Aalborg University, Denmark, where he teaches urban policy and planning. He was twice a Visiting Fulbright Scholar to the US, where he did research at UCLA, UC Berkeley and Harvard University. He was a Visiting Fellow with The

**Linda C. Forbes** is an Assistant Professor of Organizational Studies at Franklin & Marshall College, Lancaster, PA, USA. Her research interests include cultural studies and symbolism, environmental philosophy and policy and varieties of qualitative inquiry. In a recent project, she researched and interviewed Pete Seeger (music legend, author and storyteller, political and environmental activist and grassroots organizer) on his environmental advocacy, organizing and education in the Hudson River Valley (2004, *Organization & Environment*; republished 2005, *Monthly Review*).

The late **Peter J. Frost** was the Edgar Kaiser Chair of Organizational Behavior at the Sauder School of Business at the University of British Columbia, USA. He was known as an innovative academic who also had managerial and leadership roles during his career. His research and teaching over the past 28 years was mainly on the topic of leadership, organizational culture and emotions in the workplace. He wrote an award-winning book entitled *Toxic Emotions at Work* (2003, Harvard Business School Press) as a result of his experience of emotions in the workplace. Peter wrote about his involvement with this research topic: 'I was thrust into this arena as a result of a personal encounter with melanoma cancer. I had a skin level version of this some 12 years ago. In 1997, specialists at the BC Cancer found that the cancer had metastasized to lymph nodes in my neck that required removal through surgery. This rather traumatic event in my life changed my priorities and my perspective of life and the experiences I had in the hospital ward following surgery opened my eyes to the way compassionate acts can make a difference to people who are suffering. I began to write about compassion and related it to life at work. It is where many of us spend most of our waking hours. And the study of behaviour in organizations is something I do for a living. There seemed, thus, a natural fit between the topics of pain and compassion and the redirection of my research.' Peter founded the 'compassionlab' along with Jane Dutton (see www.compassionlab.com) to advance organizational scholars knowledge about compassion at work. Peter experienced a fatal recurrence of his cancer in 2004. This Handbook chapter was his final piece of academic writing and we are proud to see it published posthumously as a tribute to his dedication to the study of compassion in organizations.

**Pasquale Gagliardi** is Professor of Sociology of Organization at the Catholic University of Milan, Italy, and Managing Director of ISTUD (Istituto Studi Direzionali, an Italian management institute at Stresa, on Lake Maggiore). Before launching his academic career, he worked as a consultant to many large Italian corporations. During the 1980s he contributed to the foundation and development in Europe of SCOS, the Standing Conference on Organizational Symbolism. His present research focuses on the relationship between culture, aesthetic knowledge and organizational order. He has widely published books and articles on these topics in Italian and English. Among his publications: *Le imprese come culture* (1986, Isedi); *Symbols and Artifacts: Views of the Corporate Landscape* (1990, de Gruyter); *Studies of Organizations in the European Tradition* (1995, Jai Press), co-edited with Sam Bacharach and Bryan Mundell; *Narratives We Organize By* (2003, Benjamins), co-edited with Barbara Czarniawska. Professor
Gagliardi is at present Secretary General of the Giorgio Cini Foundation in Venice. He also serves on the Editorial Boards of *Organization Studies* and *Organization*.

**Tiffany Galvin** is currently an Assistant Professor of Organization Studies at the Isenberg School of Management at the University of Massachusetts in Amherst, MA, USA. She has also worked at the University of Utah and the University of Texas at Dallas. She received her PhD in Organization Behavior at Northwestern University. Her teaching areas include strategic management, power and politics in organizations, organization theory and research design. Her research interests revolve around understanding the dynamic elements of institutional change processes over time with particular attention given to the role of conflict and contestation frameworks (cognition) at the individual, organization and field level of analysis. Other projects extend on some of these issues, but investigate the role of institutional processes in relation to organizational identity, reputation, legitimacy and image and interorganizational relationships.

**Royston Greenwood** is the Telus Professor of Strategic Management, and Associate Dean (Research) at the School of Business, University of Alberta, Canada. He is also the Director of the School’s inter-disciplinary Centre for Professional Service Firm Management. Professor Greenwood has two primary research interests: organizational change and the emergence of new organizational forms, which he has been studying since the mid-1980s from the perspective of institutional theory; and the organization of professional service firms, which are highly successful yet sadly neglected exemplars of knowledge-intensive organizations. His research into these topics has appeared in the *Academy of Management Journal*, the *Administrative Science Quarterly*, the *Strategic Management Journal*, *Organization Studies*, *Organization Science* and the *Academy of Management Review*. Professor Greenwood received the 2003 JMI Scholar Award from the Western Academy of Management. Currently he serves on the editorial boards of the *Academy of Management Journal*, *Organization Science*, *Organization Studies* and the *Journal of Management Studies*. He is a founding co-editor of *Strategic Organization*. British by birth and education, Professor Greenwood remains bemused by the North American obsession with baseball and is an avid although sorely disappointed fan of Leeds United FC. His ambition is to see Leeds United win the European Cup.

**Cynthia Hardy** is Professor of Management at the University of Melbourne, Australia, co-director of the International Centre for Research on Organizational Discourse, Strategy & Change and Visiting Professor at the University of Leicester. Her main research interests revolve around the study of power and politics in organizations, organizational discourse theory and critical discourse analysis, and she is particularly interested in how power and politics occur within a larger discursive context. She recently published *Discourse Analysis: Investigating Processes of Social Construction* with Nelson Phillips, as well as co-editing a special issue of *Organization Studies* on organizational discourse and the Sage *Handbook of Organizational Discourse*. In total, she has published 12 books and edited volumes, including the *Handbook of Organization Studies* (1996, Sage), which won the George R. Terry Book Award at the 1997 Academy of Management. She has written over 60 journal articles and book chapters, and her work has appeared in many leading international journals, including the *Academy of Management Journal*, *Academy of Management Review*, *Organization Studies*, *Organization Science* and the *Journal of Management Studies*. British by birth and education, Professor Greenwood remains bemused by the North American obsession with baseball and is an avid although sorely disappointed fan of Leeds United FC. His ambition is to see Leeds United win the European Cup.
William Hesterly is the Zeke Dumke Professor of Management in the David Eccles School of Business at the University of Utah, USA. Along with Jay Barney of Ohio State University, he is the author of Strategic Management and Competitive Advantage, which is published by Prentice-Hall. His research on organizational economics, vertical integration, organizational forms and entrepreneurial networks has appeared in top journals including the Academy of Management Review, Organization Science, Strategic Management Journal, Journal of Management and the Journal of Economic Behavior and Organization. His research on the history of innovation in Major League Baseball recently appeared in Business History. He received the Western Academy of Management’s Ascendant Scholar Award in 1999. Dr Hesterly serves on the editorial board of Strategic Organization and has previously served on the boards of Organization Science and the Journal of Management. He received his PhD from the University of California, Los Angeles.

C.R. (Bob) Hinings is Professor Emeritus in the Department of Strategic Management and Organization, School of Business, University of Alberta, Canada, and Senior Research Fellow in the Centre for Entrepreneurship and Family Enterprise. He is currently carrying out research on strategic organizational change in professional service firms, healthcare and the Canadian wine industry. He is a Fellow of the Royal Society of Canada, a Fellow of the US Academy of Management and Honorary Member of the European Group for Organizational Studies. He has been a recipient of the Distinguished Scholar Award from the Organization and Management Theory Division of the US Academy of Management.

Chris Huxham is a Senior Fellow of the Advanced Institute of Management Research and Professor of Management and Director of Research in the University of Strathclyde Graduate School of Business. She has led an action research programme spanning more than 16 years that is concerned with the development of practice-oriented theory relating to the management of collaborative ventures. Her book with Siv Vangen, Managing to Collaborate: the Theory and Practice of Collaborative Advantage (2005, Routledge, London) draws this work together. She is Vice Chair of the British Academy of Management and was initiating convener of its special interest group on Interorganizational Relations. She regularly works with managers engaged in collaborative initiatives and was a member of the Scottish government task force on Community Planning.

John M. Jermier is Exide Professor of Sustainable Enterprise Research and Professor of Organizational Behavior at the University of South Florida, Tampa, USA. He is co-founding editor (with Paul Shrivastava) and current editor of the Sage journal, Organization & Environment (www.coba.usf.edu/jermier/journal.htm). His current interests include critical social theory, the greening of organizations and new forms of leadership.

Jason M. Kanov received his PhD in Organizational Psychology from the University of Michigan, USA, and is currently the Albers Fellow Visiting Assistant Professor of Management at the Albers Business School at Seattle University. His research focuses on feeling and relating at work. In addition to studying compassion, he is particularly interested in...