

## Stream 9:

### Changing Management in Organization

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In this stream we are interested in papers concerning management, organisation and change. Changes in organization is perceived as a series of milestones or stages, fixed in time. The strategies of change involved are invariably conceived in advance and in abstraction, and largely devoid of human relationships and context. Where considered, human relationships and values are viewed as essentially consonant, or as malleable and ultimately controllable on behalf of or at the behest of managerial elites. Change processes are thus conceptualised from above, and as occurring through a series of planned phases, before, during and after the transformation that is assumed to follow. This conceptualisation of time as following the utilitarian beat of artless regulated engineering rationality fails to comprehend the idea of time as process (Tsoukas and Chia 2002), as a 'function of experience ... as duree' (Bell 1962: 229). Yet the lessons learned about time by the labour movement, who used it in a struggle over effort where it translated into monetary values linked to strategies for overtime and 'time and half' (Thompson 1963: 86) suggest a capacity for leadership beyond conventional management theories of change and control. Indeed, social movements, such as the labour movement, and more recently the environmental and women's movement, have shown considerable propensity for innovation and leadership that seeks to encourage and inspire. This has implications for public sector leadership, since the context comprises a number of differing constituencies which may not be singing from the same hymn sheet, or even always in tune. Of significance are notions of democracy and civil society, and the ways in which they have been conceptualised. To this stream we invite papers concerning management changes in organizations in the public sector, although papers on private sector organizations that focus on similar themes are also very welcome.