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CALL FOR PAPERS: THE TRANSFORMATION OF WORK AND ORGANIZATIONS FOR THE 21ST CENTURY

by David L. Cooperrider

The 1995 Academy of Management Annual Meeting will be held August 6-9th, 1995, in Vancouver, British Columbia. The host hotel will be the Hyatt Regency in Vancouver. Sessions will also be held at the Vancouver Trade and Convention Center.

Theme

The meeting theme is "The Transformation of Work and Organizations for the 21st Century." Organizations are undergoing considerable change, particularly driven by the rapid development and diffusion of new technology and complex global relationships. Change is evident in the design of work (e.g., work teams, distance employees), employee skills, organization structure (e.g., horizontal organization) and organization strategies (integrated, low cost and differentiation strategy, global diversification). Terms often used to describe these fundamental changes

include restructuring, downsizing, downscoping and reengineering among others. These changes have affected employee's careers and commitment to organizations. Thus, the fundamental transformation of work and organizations affects all domains (divisions and interest groups) within the Academy -- and is obviously of central importance to our own field of organization development and change. Because of this breadth, many submissions reflecting the traditional interests of Academy members will fit the theme (e.g., organizational culture, workplace diversity, careers, human resource development, interaction with the natural environment, international strategy, etc.). However, submissions reflecting all interests of the Academy are welcome regardless of their fit with the theme. Alternatively, the Academy especially welcome papers, symposium and other program proposals dealing with the topics related to the fundamental transformation many organizations are undergoing.

Comments of the Theme

"We have it in our power to begin the world all over again. A situation similar to the present, has not appeared since the days of Noah until now. The birthday of a new world is at hand."

These were the words of Thomas Paine in 1775. With perhaps a little less hyperbole, argues, Harlan Cleveland in "Birth of A New World," we too have both the thrill and responsibility to take seriously the new choices and opportunities for change -- it is a very open moment in world history.

What I like about Michael Hitt's (Academy Program Chair) invitation to think about "organizations for the 21st century" is that it really is a chance for all of us in OD to remove our problem solving hats and really dream about the future of organizations, OD, and our world. What will OD look like in the 21st century terms? What do global changes -- like the end of apartheid, transformations in ecological consciousness, worldwide citizen movements, and the overall context of accelerating globalization evident in areas from banking and finance, satellite telecommunications, computerization, the speedup of the change and innovation, etc -- open up for us as it relates to positive possibilities for nurturing or inventing better human organizations.

As we prepare papers for next years' Academy, let's give permission to ourselves to accept Toynbee's well known challenge "to dare in scholarship." It is a very open moment in world history and, I believe OD's best contributions are about to begin!

Interactive Formats and Exchange

I also want to reinforce Gerry Ledford's call last year for "intellectual exchange" in all the sessions. There continues to be widespread dissatisfaction among Academy members with the one-way communication offered in the standard Academy paper session or symposium. If you are submitting a symposium for the ODC program, please note that the submissions will be judged in part on whether the format encourages dialogue with the audience. The Organization Development and Change Division has helped lead the way toward session formats that are engaging and exciting. I hope we will continue being creative on this front.

Submission Requirements

Please consult the Call for Papers which will appear in the Academy Newsletter for a detailed list of submission rules. I would like to call your attention to a few of the more crucial rules as you are preparing your papers and symposia proposals.

To be considered, your submission must adhere to the following:

1. Submissions must not have been previously presented at a professional meeting nor be under concurrent consideration or scheduled for presentation at another professional meeting.
2. Participants can be included as an author or other participant or in any other role as presenter, session chair, discussant, etc. **IN UP TO 3 SUBMISSIONS OR SESSIONS** for the REGULAR program, but no more. This rule does not apply to preconvention activities, nor to program listings resulting from officer roles.
3. There are no specific length restrictions on papers. However, authors should use a 30 page guideline common for major journals (e.g., AMJ, AMR).
4. Papers to be presented will be selected by blind review processes. Please ensure that only the title page reveals the authors' names and affiliations. The title page should also show complete address, telephone and FAX numbers of all authors and specify who will be presenting the paper. The intended division or interest group should be listed at the bottom of the title page.

5. Symposium and other proposals are not blind reviewed. They should include a 3-5 page overview statement, a 2-5 page synopsis of each presentation, and a signed statement from each intended participant showing agreement to participate.
6. Proposals for innovative program presentations are encouraged. These proposals should be prepared in the same manner as symposium proposals and will be reviewed in a similar fashion.
7. Four copies of the submission plus one additional copy of the title page and the abstract page are needed. A completed and signed submission checklist form should also accompany each submission.
8. THE DEADLINE FOR RECEIPT OF SUBMISSIONS IS JANUARY 10, 1995. Manuscripts should be sent to: David L. Cooperrider, Department of Organizational Behavior, Case Western Reserve University, 10900 Euclid Avenue, Cleveland, Ohio 44106

ORGANIZATION CHANGE: WHAT WE KNOW, WHAT WE NEED TO KNOW

by W. Warner Burke

I believe that we in the field of organization development and change know some things. For each of these knowns, however, I believe there are unknowns, or at least areas I am convinced that we need to know more about. What follows is a summary of the eight areas I have chosen to cover. These areas are highly salient for me due to the nature of my current consulting experiences.

The process of organization change

We know about Lewin's three phases of planned change (unfreeze-change-refreeze) as well as the expansion to five phases by Lippitt, Watson and Westley (1958) and Schein's (1987) further elaboration. We also know how to apply the phased model of large system change provided by Beckhard and Harris (1987): Present state --> transition state --> future state. I have experienced these phases in the order presented on multiple occasions, and I know that they are not concepts learned in books with no real world connection application or demonstration.

What we need to know more about, however, are how to (1) sustain momentum once change is underway, (2) deal with chaos during the transition stage, and (3) communicate the proper amount about the change effort at the proper times.

Organizational Leadership

We know the importance of a leader's providing vision and direction for the change effort. This importance, for example, has been recently documented quite effectively by Kotter & Heskitt (1992).

What we need to know more about the appropriate match of the change leader's personality and the desired organizational culture for the future. Three current CEO examples have dramatized the importance of this congruence, or fit, for me--two where the leader's personality is incongruent with where the organization's culture needs to develop and one where the fit is almost perfect; e.g., a participative approach contrasted with the CEO's predecessors having been autocratic. Seriously bad decisions were made by these predecessors that got the organization into big trouble.

Organizational Structure

We know about functional, product, and matrix organizational designs. We also know that most organizations are not structured purely along any of these three designs but instead are usually a mixture of two or more of them. We also know that the question of centralization vs. decentralization is not the proper question. It is a matter of what should be centralized and what should be decentralized at the same time.

What we need to know more about are (1) at a micro level how to help clients use self-managed groups more effectively, especially since hierarchies are becoming flatter and spans of control much wider, and (2) how to deal better with what seems to be the perennial conflict between headquarters and relatively autonomous strategic business units (SBUs). The central issue appears to be accountability, i.e., should SBU heads have complete autonomy and accountability or should there be some limitations? The concept of federalism (see, for example, O'Toole and Bennis [1992]) is very promising here but does not apply to all organizational situations.

Pay

We know that under some, quite circumscribed conditions, pay for performance can work, but the evidence is more strongly on the side of its not working (Kohn, 1993). We need to understand how to make pay for performance work over a broader variety of organizational circumstances or forget about it!

I think we need to know more about team incentives and intrinsic motivation and reward. I have found the work of Csikszentmihalyi (1990) to not only be highly stimulating, in general, but useful for thinking about how to improve motivation at work, in particular.

Training and Development

We have learned a lot about how to help adults learn via some form of individual or group feedback. First, it was T-Groups and second (somewhat later) it was structured feedback, the current example being dubbed as 360 feedback.

I think we now need to know much more about what I believe is a third phase of learning--action learning. While having been written about quite some time ago (Argyris & Schvn, 1978), it has only been recently that some organizations are beginning to explore this form of learning and organization change. The words--action learning--are simple and straightforward; the application is anything but. We need to know much more.

Teams and Teamwork

Emphasis on teamwork in organizations is greater than ever. And we know a great deal about team building. Yet my experience is that the positive effects of team building are short lived and true, highly performing teams are extremely rare.

I believe that we must know more about why there is so much talk about teamwork and so few real teams in organizations (see, for example, the recent book by Katzenbach and Smith [1993]).

Organizational Size

We know the advantages of large organizations; e.g., economies of scale, market share, etc., but today there is a stronger emphasis on smallness. Can a large organization be small at the same time?

We need to know more about how to (1) maximize the advantages of large and small simultaneously, (2) provide boundary-spanning activities that mitigate the negative consequences of "silos" in large organizations, and (3) determine when a unit becomes too large and needs to be subdivided.

Organizational Performance

We know how to assess organizational performance financially. Yet a number of CEOs today are wanting additional measures--beyond finance.

We need to know how to assess, for example, customer satisfaction and other so-called "soft" domains that seem impossible to measure. Recent work by Kaplan and Norton (1992; 1993) has contributed substantially to our need to broaden our ways of measuring organizational performance. They demonstrate ways to measure customer perceptions, what the company excels at, as well as innovation and learning.

Conclusion

Eight areas are plenty. If I had to make some choices among the eight, I would probably focus most on leadership and teamwork. But in all eight I am experiencing some success in my consulting work with clients and at the same time a need to know much more.

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(This article by Warner Burke is a synopsis of Distinguished Speaker Invited Address, California

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NEWS ABOUT MEMBERS

David L. Cooperrider, Associate Professor of Organizational Behavior at Case Western Reserve University, has been awarded a \$3.5 million grant for Global Excellence in Management (GEM), funded by the United States Agency for International Development (AID). The GEM initiative is a program of research and education designed to foster and sustain organizational excellence in the global independent sector.

John Hollwitz, Chair of Communication Studies and director of the undergraduate program in organizational communication at Creighton University, has been appointed Jacobson Chair in Communications at the University. The chair honors A. F. Jacobson, who served as president of Northwestern Bell telephone. Its five-year term will be used to develop a research center devoted to organizational behavior and development.

Thomas R. Horton, advisor to Stetson University in Deland, Florida, recently received the distinguished service award for Innovation in Higher Education from the International Council for Innovation in Higher Education.

Alexander Popovics was inaugurated as the 8th president of Presentation College on November 7, 1993.

Dimitri Weiss, Professor of Management at the University of Paris I Pantheon-Sorbonne (Postgraduate Institute of Business Administration) has been elected as the first Foreign Fellow of the Academy of Letters and Human Sciences of the Royal Society of Canada. Author of some 150 books, articles and various studies (Human Resources, Communication, Industrial Relations, Consumerism), he has been a Foreign Fellow of the Italian Academy of Concern Economics since 1981. His writings are published in seven languages and twelve countries.

CALL FOR PAPERS--A SPECIAL ACADEMY CONFERENCE: THE ORGANIZATION DIMENSIONS OF GLOBAL CHANGE

The Academy of Management invites scholars with an interest in global change efforts to join this ground-breaking conference on *The Organization Dimensions of Global Change: No Limits to Cooperation*, to be held May 3-6, 1995,

at Case Western Reserve University in Cleveland, Ohio. Given the urgency of environmental, economic, and social issues demanding global cooperative responses, this conference invites organizational scholars to consider how our knowledge of human systems can join the knowledge of other social sciences and the natural sciences to inform the pursuit of constructive global change. The conference is a collaborative effort of two Academy divisions-- Organization & Management Theory and Organization Development & Change.

We are encouraging a wide range of types of papers, including theory building articles, speculative thought pieces, essays that extend what is known (e.g., in organizational learning) to the global change arena, literature reviews, research program suggestions, case studies, and dialogues among two or more authors.

Suggested topics include: New global organizational forms, global learning, decision-making in the global change organization, effective global meetings, global change inquiry, the dynamics of transformational global change, leadership for global cooperation, and educational imperatives for global change.

Papers must be received by January 1, 1995. Papers should follow Academy of Management publication guidelines and be no more than 30 pages, except case studies, which should be brief (5-7 pages) descriptions of exemplars or benchmarks from the field. To request a Conference Prospectus, or for more information, call Professor David Cooperrider (216)368-2055. All submissions should be directed to the Conference Co-Chairs, David Cooperrider (Case Western Reserve University) and Jane Dutton (University of Michigan), c/o Department of Organizational Behavior, Case Western Reserve University, 10900 Euclid Avenue, Cleveland, OH 44106. E-mail: GLOBALORG@PO.CWRU.EDU.

NATIONAL ACADEMY OFFICE MOVES TO PACE UNIVERSITY, NEW YORK

The Academy's headquarters, based at Ohio Northern University, Ada, Ohio for the past six years, has officially moved to its new location at Pace University, Briarcliff Manor, New York.

The move coincides with the hiring of the Academy's first executive director, Nancy Urbanowicz, and the soon-to-be completed term of secretary-treasurer, Ken Cooper, who has handled the Academy's business operations as a volunteer and appointed member of the 15-person board of directors. His term ends in August of 1995.

The Academy's new address is: Academy of Management, Pace University, P.O. Box 3020, Briarcliff Manor, NY 10510-8020. Phone: (914) 923-2607; Fax: (914) 923-2615; E-mail: AOM@ACADEMY.PACE.EDU

ACADEMY SESSION FORMATS ON THE ODCNET

by Gerald E. Ledford, Jr.

The ODC Division leads the Academy in using session formats that depart from the conventional paper presentation model. Indeed, an interesting format--not just a collection of good papers--is important to getting a symposium proposal accepted for the ODC program.

The 1994 ODC sessions at the Academy Meeting used a wide variety of interesting, interactive formats. We are attempting to preserve some of our experience with these formats--and indeed, to generate some organizational memory (and even learning) about what works and what does not.

All 1994 session chairs (for both symposia and paper sessions) are being asked to log a brief description of their format and a synopsis of their experience with the format on the ODC Net. See the article in this letter by Bob Munzenrider for more information about the ODCNET. The address for the net is: ODCNET-L@PSUVM.PSU.EDU

Symposia formats are in the form of a reply to my "1994 Symposia Designs" message; paper session designs are in the form of a reply to my "1994 Paper Session Designs" message. This enables you to use my message somewhat like a directory on a PC. You can browse or download everything that is a response to those messages.

The ODCNET is maintained by Bob Munzenrider of Penn State. You need to sign up for the ODC Net with Bob to be on the net. For that, or if you are having problems, you can reach him at: (e-mail) RFM@PSUVM.PSU.EDU (phone) 717/948-6057 (fax) 717/948-6320

If you are putting together a symposium proposal for the 1995 Academy session, you might find it helpful to look through the reports on the 1994 sessions. If you have a paper accepted for the program or you are participating as a paper session chair or discussion facilitator, you may find the reports helpful at a later date.

Thanks to the 1994 session chairs who contributed their reports to the ODCNET.

THE INTERNET CONNECTION

by Robert Munzenrider

Like all the other Divisions of the Academy, we have our own Internet-based electronic bulletin board. It is called ODCNet and is managed through the Penn State computer facilities.

ODCNet exists to facilitate communications and information flows among members of the Division. It can be used for such things as:

Announcing an upcoming conference or meeting

Calling people's attention to an interesting development in the field (book, paper, etc.)

Asking for advice or information about some professional issue, citations, etc.

Posting position openings

Just saying Hi to someone.

Whatever else you might want to pass along.

Membership is open to all members of the Division. To join, you must do two things:

1. Have a computer with telecommunications capabilities to send and receive e-mail through Internet channels and connections. Most academically-based members who have computers will have this connection capability through their schools. Other members can access ODCNet via publicly-available Internet gateways such as Freenets, America On-Line, and CompServe.

2. Send an e-mail message requesting to be included in ODCNet to Bob Munzenrider. His Internet address is: RFM@PSUVM.PSU.EDU. Be sure to include both your name and your e-mail address in your message to him.

SOCIAL CONSTRUCTIONISM AND SUCH LIKE

by Robert T. Golembiewski

For some purposes, life is akin to a merry-go-round. You know--what goes around, comes around. And both life and the merry-go-round also offer brass rings, which a few of the riders will get with the pay-off being yet another ride, and yet another opportunity for another free ride.

At points, the bouncy music also stoops in both realms, but here the analogy limps in one essential. When you are a kid taking the last ride for the summer it seems like the music takes an eternity to start again. For each of us, young as well as more mature, the music of life will stop one final time, and that will last for an eternity.

So what's with life and merry-go-rounds and the title of this number of the Process Observer?

"Social constructionism" -- let's call it SC, for convenience -- has a simple message. Basically, SC offers a way of stopping the merry-go-round and permitting us to get off if we want to, of avoiding both determinism and fatalism. In sum, we "enact" our environments -- depending upon various formulations, either most of the time, almost always, or inevitably. So why not just enact things more to our liking and, more power to us, also just un-enact things that displease! And while we're about it, why not also increase the number of brass rings?

Engaging, even charming, examples smooth the path toward this rose garden -- and with no thorns. If people are in shackles, somebody enacted that and persistent people can damn well un-enact it.

As an inveterate prober of the adequacy of systems and the purposes they allegedly serve, this attracts; but I also have my serious doubts. Thus, from my perspective, SC's music seems to go on and on, and it strikes me as having some very false notes among its limited tune. And, SC not only seems to me to go round-and-round, but it also describes ever-wider spirals of grasp while its reach falls ever shorter.

These thoughts come as I am again on a silver bird, this time winging back to the home nest after the annual meeting of the Academy of Management. In short, I have about two hours to provide some context for my present state of reverie.

Overall, I am bemused that I can feel so young and active while the weltanschauung that seemed so dominant among so many colleagues at the Academy meetings -- and especially the very young colleagues -- appears to me so old, and tired, and... well ... constipated.

Let me see if this Process Observer can provide some substance for this sense-of-the-self-among-others.

Pitfalls and Pratfalls in SC

This is no place for a full view of the metaphysics of SC, but a reasonable view of certain practical features is well within the present scope. In sum, SC in action seems to me suffused with an unconvincingly-upbeat hubris resting on a kind of wish-fulfillment.

This strikes me as a bad combination. Two examples circumscribe my reactions concerning how the SC world view sets up people -- both believers as well as bystanders -- for surprises, if not worse. In short, SC contains critical conceptual pitfalls that promise pratfalls.

1. Shortfall #1. My mind goes back over 20 years -- to another meeting, somewhere, during which an early aficionado was reveling in the new-found conceptual freedom of SC, or perhaps even in its apparent license.

After being patient through an avalanche of exotic examples -- each intriguing in its nuance and off-the-beaten-pathness -- I encouraged a tongue-in-cheek test of the approach. I tried to open a window in our meeting room, with the purpose of inviting our story-teller to enact walking across the open space at the seventh-floor level between where we were and the adjoining building. Well, I couldn't get the window open, so I encouraged a double test of SC: Enact both the "opening" of the window, and then the "walk." In addition, I offered, if one were really good at enacting, it wouldn't make any difference what the order of proceeding was, let alone should be.

Now, of course, this proposed test wasn't fair, and it wasn't intended to be. That is, a key question -- perhaps the key question -- is: What is the approximate proportion of cases in reality when things can become by enactment what we want them to be, as contrasted with that proportion of cases in reality when things can become by enactment what we want them to be, as contrasted with that proportion of cases when what we want will be only so much stamping-of-the-feet in the face of recalcitrant features of our environments? Of course, things can be made worse in the latter

cases, as our expectations are thwarted, or as we expose selves to danger as well as disappointment. And, of course, there are no doubt mixed cases when semi-recalcitrant features can be surmounted or, more subtly, can appear to be surmounted. Let us put aside these mixed cases, although only for the purposes of the present simpler demonstration.

Now, I don't know exactly what the proportions of those two simple cases are, and neither does any other person. But I am prudently certain the distributions are neither 0/100% or 100/0%.

Moreover, I do know -- as far as scrupulous attention to self and others will permit -- that although we can influence the proportions of the kinds of outcomes we experience, that can occur in only a limited proportion of cases. Elsewhere, I distinguish more/more situations from those that are ineffably more/less (Golembiewski, 1989, pp. 207-231). For example, the more I cooperate with another, the more they are inclined to reciprocate. That's more/more, elementally. But if we are in a resource-constant environment -- or worse still, one of scarcity -- more/less may obtain. That is, assume we are in an airtight room: The more oxygen you breathe, the less there is for me and others.

In addition, if we are authentic and persistent, we can at times switch a more/less condition into a more/more variant. Of course, that constitutes the basic sense of the historic OD approach to building supportive interaction and trusting cultures in organizations.

But, finally, there will remain some proportion of cases -- and I fear that proportion is substantial -- where two features dominate. That is, we will not be able to enact our way out of them, at least absent very munificent resources. Consequently, also, we can make things worse if our belief systems discourage discouraging words.

Message #1 is neither that struggle naught availeth, nor that we should become resigned. The message involves the subtle inadequacies of seductive thoughtways such as SC.

Short-fall #2. Relatedly but distinctly, SC discourages dual attention to what earlier students roughly distinguished as objective and subjective realities. Neglecting this distinction is awkward, if not dangerous, because internal-only guidance systems have their severe limits. They tend to tell us what we want to hear, for one thing.

Consider the case of jogging down a familiar path, at night and in the dark of the moon. One's subjective reality

might be A-OK: comfort on a well-trod trail, and a sense of trust that all is well enough in one's inside world as the endorphins begin to flow, or migrate, or whatever it is that they do. But assume also an external or objective reality: a deep hole dug just that afternoon, right across the pathway, and unmarked.

The ideal combination here is a good-fit between one's sense of both objective and subjective realities. Poor-fits can bring surprises, even broken bones or worse.

Yes, I know and believe, we can make better or worse out of such disjoints. "There are no mistakes or errors or poor-fits," goes the old saw, "only unexpected learning opportunities." Indeed.

Again, however, the issue is one of the proportions of cases of poor-fit, as well as what we do about them. I do not advocate hunkering down, an avoidance of surprises by not doing anything. But I do urge caution in the acceptance - and especially the pervasive acceptance -- of belief systems that discourage a distinction between, as well as an interaction among, external and subjective realities. Those simplistic systems ask for trouble.

So, Why SC?

Given such awkward features of SC, why does it appear too persist? Indeed, SC gives every evidence of becoming more pervasive.

Let me hazard a short list of contributors to the easy acceptance of SC. In no particular order, and selectively, to me:

SC seems optimistic, implying as it does that we are all empowered and empowering, whenever we want;

SC seems to avoid making value judgments, as in the implied view that any one social construction is about as good (or temporary, or whatever) as any other;

SC permits movement but is non-directional or amino-directional (take your pick)--you can get anywhere, any way, any time, from where you have enacted yourself to be at some earlier time.

Now those are powerful (if superficial) attractors, and especially in days like ours. No doubt about it, to begin,

optimists like myself are attracted by the first contributor to acceptance.

The second contributor also implies great force but, in effect, it only finesses the key issues associated with much that goes on within and among us, and should be going on: the need to deal sensitively as well as effectively with multiple and growing diversities, with the suddenly-enlarged arenas of interaction and multiple influence we call "globalization," and with the "hyper-turbulence" so much in the vocabulary of today's theorists.

How does SC finesse "the key issues"? See the third contributor below.

The third contributor is seductive but it works only in the limited sense that, if you don't decide where you are going, any pathway will get you there.

References: Golembiewski, R.T. (1989). Men, Management, and Morality. New Brunswick, NJ: Transaction Publishers.